UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 5, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Withholding of Commitments

My memorandum of October 30, 1967, directed each agency to withhold every possible commitment, obligation or contract until further notice.

In view of the enactment of Public Law 90-218, which embodies the Administration's proposals for the reduction of 1968 obligations, the memorandum to heads of Department agencies dated October 30, 1967, is hereby canceled.

Orville L. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

January 23, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Payment of the Cost of Work Performed for other Agencies

For many years the Department has performed work for other agencies at their request. Ordinarily this work is financed by reimbursement or by advance transfer of funds from the agency concerned.

The Department expects that agencies who request such work will pay the full cost, except where a joint project providing mutual benefits is concerned or where there is otherwise a direct benefit to the work financed by the Department of Agriculture appropriation from which the cost is paid.

Section 3678, Revised Statutes, requires that appropriations be used only for the purposes for which they are made (see 7 AR 3b and 5).

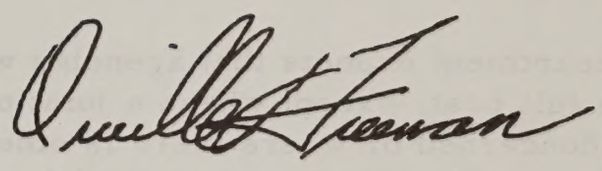
It is necessary, therefore, that, in instances where a Department of Agriculture appropriation is bearing the costs, or a portion thereof, of any work being done for another agency, a clear record be kept to show that the benefit to the Department of Agriculture program concerned is at least commensurate with the payment from the appropriation.

Because this requirement is of such long standing, the Secretary's Office assumes that you are keeping adequate records in this regard.

Closely related to this is the matter of complying with legislative intent in the programming of funds. Each agency should review my memorandum to heads of department agencies, dated December 23, 1966, on this subject.

So that consideration can be given at the Department level to the possible need for advising the Appropriations Committees, the Bureau of the Budget or other agencies, of instances where any Department of Agriculture appropriation is bearing costs of work for other agencies, you should advise the Secretary's Office, through the Office of Budget and Finance, of any such arrangement currently in effect in your agency and the basis on which you think this is justifiable, including specific information on the relationship between costs and benefits.

Hereafter, prior to initiating any such arrangement, the proposal should be submitted, through the Office of Budget and Finance, to the Secretary's Office for approval.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 1, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Award for Distinguished Federal Civilian Service

President Johnson is very much interested in recognizing excellence of achievement in carrying out our Federal programs. He considers the President's Award for Distinguished Service the highest honor that can be granted to a Federal career employee.

This year we have been asked to submit one nomination in each of these categories:

- An outstanding achievement in recent years that contributed to an important program of current national interest.

- Distinguished career service over a period of years that has contributed to the Department's broad mission.

The Distinguished Service Awards Board would also like to consider nominations based on outstanding achievement by a woman.

All career employees are eligible for consideration except those serving by Presidential appointment in a non-career position.

USDA has been honored with four winners of the President's Award: 1963-Sherman E. Johnson, ERS; 1961-Richard E. McArdle, FS; 1959-Hazel K. Stiebling, ARS; 1958-Sterling B. Hendricks, ARS.

Your personal judgment is needed in the selection of USDA nominees for the 1968 President's Award. Please review the achievements of men and women who have made outstanding contributions to our programs.

Submit nominations to the Director of Personnel by February 26, 1968. Personnel Bulletin 451-66 contains specific requirements for format and content of nominations.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

February 20, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reduction of Overseas Travel

The President has issued a directive to the heads of all Departments and agencies requiring them to take steps to reduce official U.S. travel overseas to the minimum consistent with the orderly conduct of the Government's business abroad.

This directive applies to all travel overseas except --

-- travel necessary for permanent change-of-station for U.S. employees, for their home leave, and for medical and rest and recuperative leave.

-- travel made necessary by measures concurrently being taken to reduce U.S. employment overseas.

-- travel financed from available excess foreign currencies.

The President's directive places particular emphasis on travel to international conferences held overseas. It requires that immediate measures be taken to --

-- reduce the number of such conferences attended.

-- hold our attendance to a minimum and use U.S. personnel located at or near the conference site to the extent possible.

-- schedule conferences, when possible, in the United States or countries in which excess currencies can be used.

Each agency should immediately review its plans for travel abroad, particularly to international conferences, and take steps to reduce expenditures for such travel (except as noted above) to the maximum possible extent, but by not less than 25%.

Instructions implementing this memorandum are being prepared by the Office of Budget and Finance. These instructions will require --

-- a plan for travel to international conferences overseas to be submitted to the Department of State for approval.

-- an overall plan for overseas travel which will describe actions taken to reduce such travel by the required 25%.

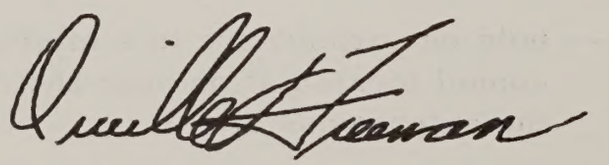
-- quarterly reports summarizing actual overseas travel costs compared with the agency's travel plan.

-- prior approval in the Office of the Secretary of certain specified foreign travel.

This country's balance of payments problem continues to be one of our most urgent and pressing concerns. The President has said:

> "The time has now come for decisive action designed to bring our balance of payments to -- or close to -- equilibrium in the year ahead. The need for action is a national and international responsibility of the highest priority."

To reduce overseas travel as the President has requested, we must redouble our efforts to limit such travel to those trips which are absolutely necessary.



UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

This memo will be implemented by a C&MS Notice

February 26, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1968 Rockefeller Public Service Award

The Rockefeller Public Service Award brings recognition each year to Federal employees whose service to the Nation has been marked by sustained excellence.

USDA has been honored with four winners of this award. They are:

Donald A. Williams	SCS	1967
Edward F. Knipling	ARS	1966
Richard E. McArdle	FS	1960
Sterling B. Hendricks	ARS	1960

Five awards are given annually; one each in the following broad fields of activity:

- Administration
- Foreign Affairs or International Operations
- The General Welfare or National Resources
- Law, Legislation, or Regulation
- Science, Technology, or Engineering

Recognition includes an award of $10,000 to each winner. Specific criteria and the nominating procedures are included in Personnel Bulletin No. 451-68.

Please give your personal attention to identifying persons deserving of this very worthwhile award. The Committee on Selection welcomes the resubmission of nominations. Many award winners have been nominated more than once.

The due date in Office of Personnel is April 15, 1968. Please send nominations to Barney Draheim who will coordinate for signature of Secretary Freeman.

Joseph M. Robertson

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 20, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND STAFF WITH DEFENSE ASSIGNMENTS

1968 Emergency Preparedness Program

In view of the continuing high level of international tension, it is essential that the Department of Agriculture maintain its capability to carry out its assigned responsibilities in any kind of a defense emergency. While we hope and work to prevent either a major escalation in the present conflict in Viet Nam or a confrontation in another part of the world, we must be ready to meet whatever situations may arise. We must also be ready for the worst possible contingency, a nuclear war.

The readiness of USDA is a matter of vital concern to me, both officially and personally. Consequently, I am urging again that you and the members of your staff with defense assignments push ahead on your special responsibilities and maintain the best possible state of readiness to do whatever may be necessary.

It is vital that readiness exist in the field as well as at headquarters, and that our system of USDA State, County and Metropolitan Area Defense Boards be able to function regardless of the extent to which the nation may be fragmented. Consequently, I am expecting the Boards to continue meeting at least quarterly. These meetings should stress how food problems, rural fire problems, and other agricultural problems likely to occur immediately following the outbreak of a defense emergency should be met. The ability of our USDA Defense Boards to take adequate actions in an emergency depends on having an adequate understanding of their responsibilities and the standby plans for meeting them. It is up to each agency to provide its people with the instructions and training that they need.

At the national level, each USDA agency with a defense assignment should complete its standby plans for fulfilling its defense emergency responsibility. Where appropriate, these plans should be incorporated into instructions to the agency field offices and USDA State and County and Metropolitan Area Defense Boards. It is particularly important that we preposition procedures and records that would be needed immediately following the outbreak of an emergency. Such standby

plans should be as complete as possible so USDA field offices will be able to operate in a uniform manner even with only limited national office direction. Where special training is needed so field office people understand these standby plans, this must be provided.

Here in Washington I will continue to expect the USDA National Defense Board members and their representatives on the Defense Operations Committee to work closely with Mr. George H. Walter of my staff in coordinating this defense preparedness work. Our readiness to meet defense responsibilities is a necessary form of essential insurance and a part of our regular work but one which I am sure we all hope we will never need to use.

Orville L. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE
AGRICULTURAL STABILIZATION AND CONSERVATION SERVICE
WASHINGTON, D.C. 20250

ADMINISTRATOR'S MEMO NO. 73

March 26, 1968

To : All Employees With Defense Assignments

From : Administrator

Subject: Secretary's 1968 Emergency Preparedness Program

The Secretary has clearly set out, in his message on the reverse side of this memo, his vital concern that USDA be ready to meet any defense emergency which may arise.

I share this concern. I am determined that ASCS will be prepared at all times to carry out its assigned defense responsibilities. We can and must continue to improve our capability to meet any eventuality.

In connection with the Secretary's statement on providing defense instructions and training, we are in the process of developing an ASCS handbook specifically for this purpose. It will be issued soon. It should help each of us to better understand our defense responsibility and to make better preparation for carrying it out in an emergency. We expect to hold training sessions on this handbook after it is issued and you have had time to study it.

The Secretary's office recently called to my attention the fine ASCS attendance record at State Defense Board meetings. In 293 meetings held January 1, 1965 to December 31, 1967, we were represented in all but 1.3 percent. We were represented by the SED in about 90 percent of the meetings. This is a good record. Because ASCS chairs State and county defense boards, it is most important that we continue this record and if possible improve it.

I am sure that with your continued cooperation we will improve, as we must, our capability to meet any emergency.

H. D. Godfrey

Distribution: AA; AN; 5 each field office except States and counties.
Special distribution to States (5 each State and 1 each county)

DEPARTMENT OF AGRICULTURE
WASHINGTON, D.C. 20250

March 20, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES
AND STAFF WITH DEFENSE ASSIGNMENTS

1968 Emergency Preparedness Program

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Here in Washington I will continue to expect the USDA National Defense Board members and their representatives on the Defense Operations Committee to work closely with Mr. George H. Walter of my staff in coordinating this defense preparedness work. Our readiness to meet defense responsibilities is a necessary form of essential insurance and a part of our regular work but one which I am sure we all hope we will never need to use.

Orville L. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

This memo will be implemented by
a C&MS Notice or Instruction

April 2, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Service to Vietnam Era Veterans

In the past, I have asked you to lend your full support and cooperation to various types of employment programs. Through your personal interest and involvement the Department reached its objective.

Once again, I seek your help. It is a new program and concerns Vietnam era veterans. It was announced by the President in his January 30 message to Congress. At that time the President stated -

> "Our objective is to make sure that every serviceman who returns to civilian life today and in the months ahead--no matter where he lives, what background he might have come from, what his hopes and ambitions are--will have the education he wants, the training he needs, and the opportunities for the job he is best suited for."

I am most anxious to make this objective a reality. These young Americans have suffered a crucial disruption to their personal lives. Many of them have not completed education or training adequate to prepare them for the future job demands of civilian employment. They deserve our attention!

I ask you and all employees at every level in your organization, particularly those concerned with the hiring process, to join me in this effort by giving Vietnam veterans:

1. Personalized assistance and information concerning the benefits available to them, and

2. Special consideration for employment in this Department.

As the President also stated, "The purpose of our Veterans program is to serve those who have served us".

I am confident you will successfully meet this challenge!

Orville L. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 9, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

President's Youth Opportunity Campaign

Once again, the Department will play an important role in the President's 1968 Youth Opportunity Campaign. In the past, we have always exceeded our goal. This was accomplished through your efforts. If we are to continue to maintain this standing--and the need is greater today--we must exert even more effort. This year, the campaign is focusing increased attention on jobs for economically deprived young people in the nation's 50 largest cities. This is a challenge, but I know you will respond with the same enthusiasm that you previously have given this program.

I urge each of you to provide real leadership in making this a meaningful work experience and training for these young people--work that will develop an attitude and desire for additional education--training that will make them more employable in the future. This can help make them better citizens in their community.

Summer jobs for needy youths are to be provided in this Department at the rate of one job for every 40 regular employees. The jobs are to be given to boys and girls, ages 16 through 21, who need them the most because of economical or educational disadvantages.

I have set a target of hiring at least 2160 youths in this Department. I wish to exceed this goal. This can be done only through your support.

I have asked the Director of Personnel to assist you in every way possible.

Orville L. Freeman

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 12, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Assistance Resulting from Civil Disorders

We have been requested to clear with the Bureau of the Budget requests for assistance to areas stricken by civil disorders. This clearance procedure has been initiated to facilitate coordination of Federal actions in response to such requests.

This clearance procedure applies only to immediate post-civil disorder situations. It does not apply to (a) emergency actions taken during a disorder, (b) to long-range activities, nor (c) to normal activities which were already under way.

Requests for clearance should be submitted for:

1. Dispatch of personnel to the stricken area from Washington.

2. Assistance which the agency had already planned for the area as a part of its normal activity but which, when put into effect, might be interpreted as a response to a civil disorder.

3. Requests for assistance which represent a significant departure from normal activities.

Requests should be submitted to the Assistant Secretary for Administration by a brief memorandum explaining the proposal and including information on costs, manpower requirements and other significant data. These requests should be handled special.

Joseph M. Robertson

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE
Office of the Secretary
Washington, D.C. 20250

April 29, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Centralization of Payroll Liaison Functions

The Department's task force review of MODE outputs prompted the Consumer and Marketing Service to study in detail their organization and assignment of responsibility for the payroll liaison function. As a result of this study, C&MS centralized all payroll liaison functions in the Personnel Division. The centralized function has now been in operation for three and one-half months. It has proved to be a more satisfactory and efficient way of operation. It is estimated that about 1.8 man-years, or $13,500 in manpower cost, have been released for other use within the Agency as a result of this centralization.

We recommend that other Agencies review the C&MS approach to centralizing its payroll liaison functions.

The studies conducted by C&MS including flow charts and cost data are attached. You may obtain details of the system and plans for implementation by calling C&MS, Extension 6635.

Any Agency deciding to adopt a centralized system as a result of this study, should advise the Office of Personnel.

Joseph M. Robertson
Assistant Secretary for Administration

Attachments

UNITED STATES DEPARTMENT OF AGRICULTURE

CONSUMER AND MARKETING SERVICE

WASHINGTON, D.C. 20250

To : Henry G. Herrell, Deputy Administrator, Management

From : R. W. Brannon, Finance Division
John W. Linker, Personnel Division

Through: James Q. Huey, Director, Finance Division
W. C. Laxton, Director, Personnel Division

Subject: Payroll Liaison

SEP 12 1967

9-15-67
SEP 15 1967

Introduction:

The question of how to centralize the payroll liaison function in Personnel Division has been thoroughly studied, as requested by your memo of July 27, 1967. Although it is generally agreed by officials of Personnel Division, Finance Division, and program division administrative officers that centralization of this function would provide more efficient and better service to the agency and its employees, this study has shown that additional benefits in terms of reduced processing time and costs would be achieved by centralizing the payroll liaison function in Personnel Division. The details regarding the plan for implementation, and costs involved, are elucidated in the following report. It should be pointed out that, like any staff level effort, the full success of this new payroll liaison system will depend on the cooperation of all management divisions. The spirit of cooperation which has helped the present payroll liaison function provide the very good service it has, in spite of problems caused by decentralization and division of control, should be continued under a new system.

Background:

The question posed by the MODE Board of Review, Subcommittee on MODE Personnel Output, regarding problems related to the employee's paycheck, raised issues which required a detailed procedures study. The points outlined in your memo of July 27, 1967, have been covered in this study along with other related items. The basic issue which should decide the future assignment of the liaison function is: will changing the present system provide improved services to the employee at equal or reduced costs? Before we can answer these questions we must examine the costs and services under the present system and project estimated factors under the proposed system.

Present Payroll Liaison System

A Manpower

1 Two GS-5 clerical positions in Administrative Fiscal Branch (AFB), Finance Division (FID), are engaged fulltime in liaison work.

2 One supervisory position provides direction and assistance, as required, over these positions for about 10% of 1 man year.

3 GS-4, Voucher Examiners expend ½ man year in reviewing AD-139, Final Salary Report.

4 One GS-7 supervisory clerical position in Employment Branch, PED, engaged in liaison work for D.C. employees, for about 1/4 man year.

5 One GS-5 clerical position in FOB, PED engaged in liaison work for field employees for about 3/4 man year.

6 Technical positions in Financial Management Branch, FID engaged in development of procedures and answering technical questions, for about 1/2 man year.

7 Technical positions in Program Development & Evaluation Branch, PED engaged in providing advice and assistance regarding pay questions for about 1/4 man year.

B Organization. The procedures and organization regarding flow of payroll questions normally are from the employee to his supervisor to the administrative officer. A number of routine matters are shortstopped at this level. The problem is then directed to either the payroll liaison function in AFB, or to the transaction functions in PED, depending on nature and source of the problem. Errors are generally corrected by a personnel action; information is obtained from official personnel folder (OPF), MDSC publications, or occasionally from other sources; accounting data or corrections are obtained from the accounting function, Finance Division, and AD-139's are processed by the voucher function, FID. The employee is informed of the disposition of his problem through the administrative officer and/or a MODE output such as an AD-350, or a pay-check.

C Location. The positions performing payroll liaison functions are located at Federal Center Building in Hyattsville for FID; in the South Building for employees in the D.C. area; and in FOB, Chicago for field employees. There is no significant difference in the GSA schedule of costs for office space in these 3 locations.

D Miscellaneous Findings

(D Miscellaneous Findings)

1 Duplicate logs on bond deductions are being kept manually by some administrative offices, the payroll liaison function, FID, and on the computer by MDSC. The volume of bond deductions received by the payroll liaison function delays processing and makes log keeping a very time consuming activity (3 hrs per week).

2 Six hours per week is being spent by the payroll liaison clerks in AFB in computing check character numbers for bond deductions. The check character number is readily available in the OPF.

3 About 1/2 man year is expended in the voucher examining function, and payroll liaison function in FID screening and processing the AD-139.

4 From 40 to 50 percent of the effort in the payroll liaison function is spent on problems involving lost or delayed paychecks. A large amount of these problems are caused by erroneous or changed employee home addresses.

5 More than 1/2 of the inquiries and problems received by the payroll liaison function required information available in the OPF or other PED records.

Proposed Payroll Liaison System

A Manpower

1 Reassign one GS-5 clerical position from AFB, Hyattsville to FOB, Chicago. This position would probably be filled at the GS-4 level and would work under the direction of the GS-5 MDSC liaison employee presently assigned to FOB, who would continue in a payroll liaison capacity. About 90% of the personnel actions originates in FOB and the bulk of procedural personnel work is located there.

2 Reassign one GS-5 position from AFB to Transaction Section, PED. This position would handle all payroll liaison and related MODE procedural problems for D.C. employees. This position would relieve one GS-7 and various other higher level positions in PED of this procedural work. Although no savings in manpower ceilings can be directly attributed to this transfer, it is estimated that 1/2 man year at a constructed GS-9 grade would be made available in PED for work of a more responsible or higher level.

3 No other C&MS positions will be engaged in payroll liaison procedural work for any substantial amount of time. A more consistent interpretation of regulations and source of information will result from this centralization. Additionally, a great deal of the confusion

facing administrative officers as to whom to contact on a payroll problem will be eliminated.

4 No transfer of manpower from FID to PED is considered necessary at this time for the preparation and maintenance of C&MS pay instructions. However, in view of the fact that FID estimates they spend 1/2 man year writing procedures, providing technical advice, etc., additional experience from PED may show more staffing for this function is required. Requirements for this 1/2 man year cannot effectively be determined until the effect of the 1/2 man year savings estimated in paragraph 2 above is reassured. PED should be permitted to request an adjustment in manning level as experience may prove necessary. FID should be requested to submit a brief justification regarding the need for the 1/2 man year made available as a result of this transfer of function.

B Organization. Under the proposed organization, all questions from employees, administrative officers, MDSC, etc., regarding payroll, leave, and related problems will be referred to the payroll liaison point in the personnel office servicing the employee concerned. Because the majority of problems involve information readily available either in personnel records or at MDSC, many problems can be resolved with a minimum of research, cross checking, and delay. Supervisory control over the function will be exercised by the supervisor of the transactions units. Policy guidance, and methods improvement advice will be provided by higher graded personnel specialists. (See appendix 1 and 2 for organizational and procedures charts).

C Physical Location and Office Layout.

1 The payroll liaison clerk located in Washington, D. C. will be in Room 1718, South Building. The present layout in this room provides adequate file, telephone, and desk facilities.

2 The payroll liaison clerk for field employees will be located at the FOB office, 536 South Clark Street, Chicago. Although the present office layout at this location is somewhat cramped, no additional space or office equipment will be required. One additional telephone will be required.

D Employee and Position Transfers. The two GS-5 payroll clerk positions now in AFB, Hyattsville would be transferred to PED. One incumbent is to be reassigned to another position, therefore there would actually be only one employee to consider. FOB, Chicago now employes several people with substantial payroll background who could readily assume the duties at that location. Since the remaining encumbered position will remain in the same employing and commuting area, RIF procedures will not be employed. In the event the remaining incumbent does not desire to transfer with the function to PED in D.C., it will be necessary to recruit for this position. It is

anticipated that no moving or relocation expenses would be involved.

E Instructions. The authority for issuance of regulations and procedures regarding civilian pay matters in the Federal Government rests with the Civil Service Commission. Responsibility for preparation and maintenance of C&MS pay Instructions presently rests with the Program Development and Evaluation Branch, PED and the Fiscal Management Branch, FID. If the payroll function were transferred, there would be no change regarding those Instructions now maintained by PD&EB, PED. The following Instructions maintained now by FID would be maintained by PD&EB:

440-1	Final Salary and Lump-Sum Payments
440-2	Routing of Inquiries, Replies, and Documents Relating to Payroll Activities
441-1	NACC Salary Computation
442-1	Employee Accountability Clearance Before Separation or Transfer
443-1	Purchase of U.S. Savings Bonds Through Voluntary Payroll Savings Plan
443-2	Voluntary Payroll Allotments for Contributions to Combined Federal Fund-Raising Campaign
443-3	Voluntary Payroll Allotments for Payment of Employee Organization Dues
444-1	Overtime
444-2	Night Differential
444-3	Holiday Pay
445-1	Time and Attendance Reporting
446-1	Withholding Federal Income and Employment Taxes
446-2	Withholding State Income Taxes
~~448-2~~	~~Administrative Claims for Settlement by General Accounting Office~~

F Miscellaneous Recommendations

1 The AD-139 (Final Salary Payment Report) is prepared and reviewed by originating supervisory or administrative officials in the operating division prior to submission to AFB, FID. The officials at the operating level are well aware of the amount of property, leave and funds outstanding to their employees. In the case of many employees, such as clerks, there is rarely an advance of property or funds. Some USDA agencies, such as Forest Service, do not require that the AD-139 be submitted to the finance office, but the form is certified and submitted directly to MDSC by the operating administrative office. Decentralization of this certifying responsibility is recommended as a time saver and a cost reduction method, and would place the responsibility with the operating officials. No additional work is required on the part of program divisions. At least 1/2 man year would be released for other work in the Voucher Examining section. A study to explore the feasibility of this change is recommended. In any event, the location of the payroll liaison function would not significantly influence the processing of the AD-139.

(F Miscellaneous Recommendations)

2 The agency should investigate the feasibility of encouraging distribution of the employee paycheck at his place of employment. This would be considered an action which would tend to improve employee morale and increase office efficiency. While the charter of this payroll liaison review did not permit a full study into the problem, informal discussions with persons handling employee payroll problems such as administrative officers and payroll clerks did indicate strongly that present policies may have some adverse influence on employee morale and productivity.

3 The practice of keeping logs of bond deduction should be closely reviewed in order to determine if the purpose they are serving is useful and worth the present expenditure of time. There is a provision under the present system for obtaining a MODE printout, which might permit replacement of the logs.

G Cost Summary

Although the main objective of centralization of the payroll liaison function is to provide better service to the program divisions and C&MS employees, other tangible and intangible benefits would be gained. Total estimated savings in the form of improved efficiency and cost avoidance would be $13,000 per annum. (Note: Because work measurement or other more precise techniques were not used, savings shown are considered strictly as estimates. The expenditure of additional efforts to obtain a greater degree of accuracy is not recommended.)

1 No increased costs are expected as a result of the transfer.

2 1/2 man year at a constructed GS-9 level would be released in PED. This is in effect a cost avoidance resulting in annual savings of approximately $4,000.

3 Two desks and spaces will be released to FID for other uses at Federal Center Building, Hyattsville.

4 At least 1/2 man year at the GS-4 level would be released in the AFB, if the AD-139 procedure is changed. Annual savings approximately $2,500.

5 Because the payroll liaison function will be located with the main source of personnel information and correction of errors, clerical and administrative officer time spent previously in obtaining information and coordinating problems will be greatly eliminated. This time savings will be passed along to the employee in the form of faster replies and problem resolution. Annual savings approximately $4,000 per annum.

9/12/67

(G Cost Summary)

6 The 1/2 man year now spent by FID developing policy, answering questions, and preparing payroll instructions, will be transferred to PD&E Branch, PED. This would result in 1/2 man year at the GS-12 level released to FID for other duties. It is expected that the procedural part of this workload can be absorbed by PED; experience may show additional staffing is necessary regarding policy and instructions work. A cost avoidance to FID of $5,500 may be expected.

7 There are no known disadvantages of the proposed transfer of function. Such a move of course requires the cooperation of all parties concerned, and assistance will always be required of the accounting and experienced payroll experts in FID.

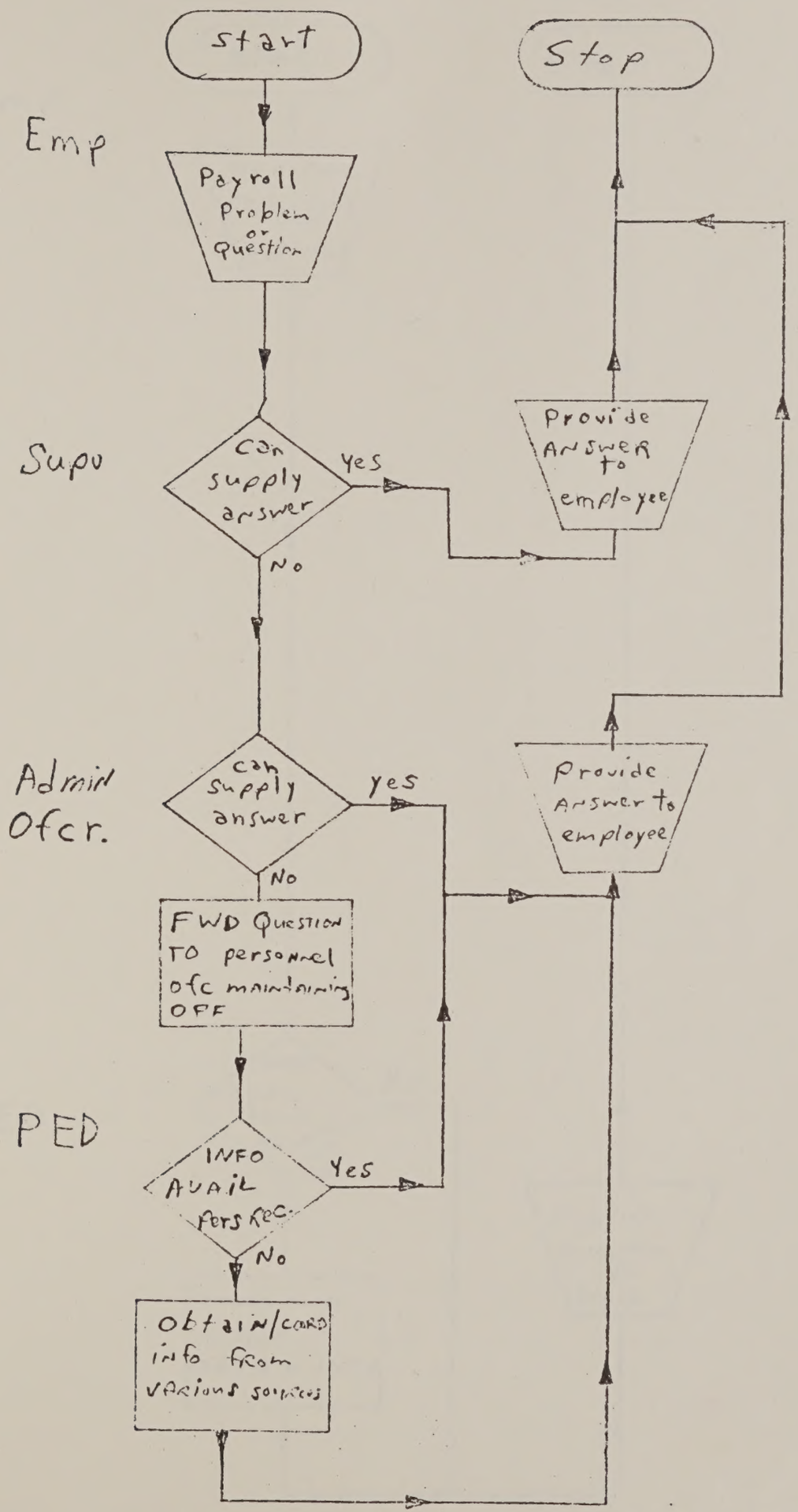
H Plans for Transfer of Function and Timetable for Accomplishment.

	Start	Stop
Step 1. Development of necessary operating procedures, changes to functional statements and implementing C&MS Notice.	D-45	D-30
Step 2. Arrange change in telephones and numbers.	D-35	D-25
Step 3. Release Notice, start recruitment actions, officially notify affected employees of transfer, notify MDSC of change of address for MODE outputs.	D-30	D-15
Step 4. Provide orientation and training to concerned employees now employed. Remind callers under present system of new telephone number and liaison point.	D-15	D
Step 5. Move files and necessary records. Set up new desks.	D-2	D-1
Step 6. Implement new payroll liaison system.	D	
Step 7. Monitor operations of new system and provide improvement as necessary.	D	D+30

LEVEL

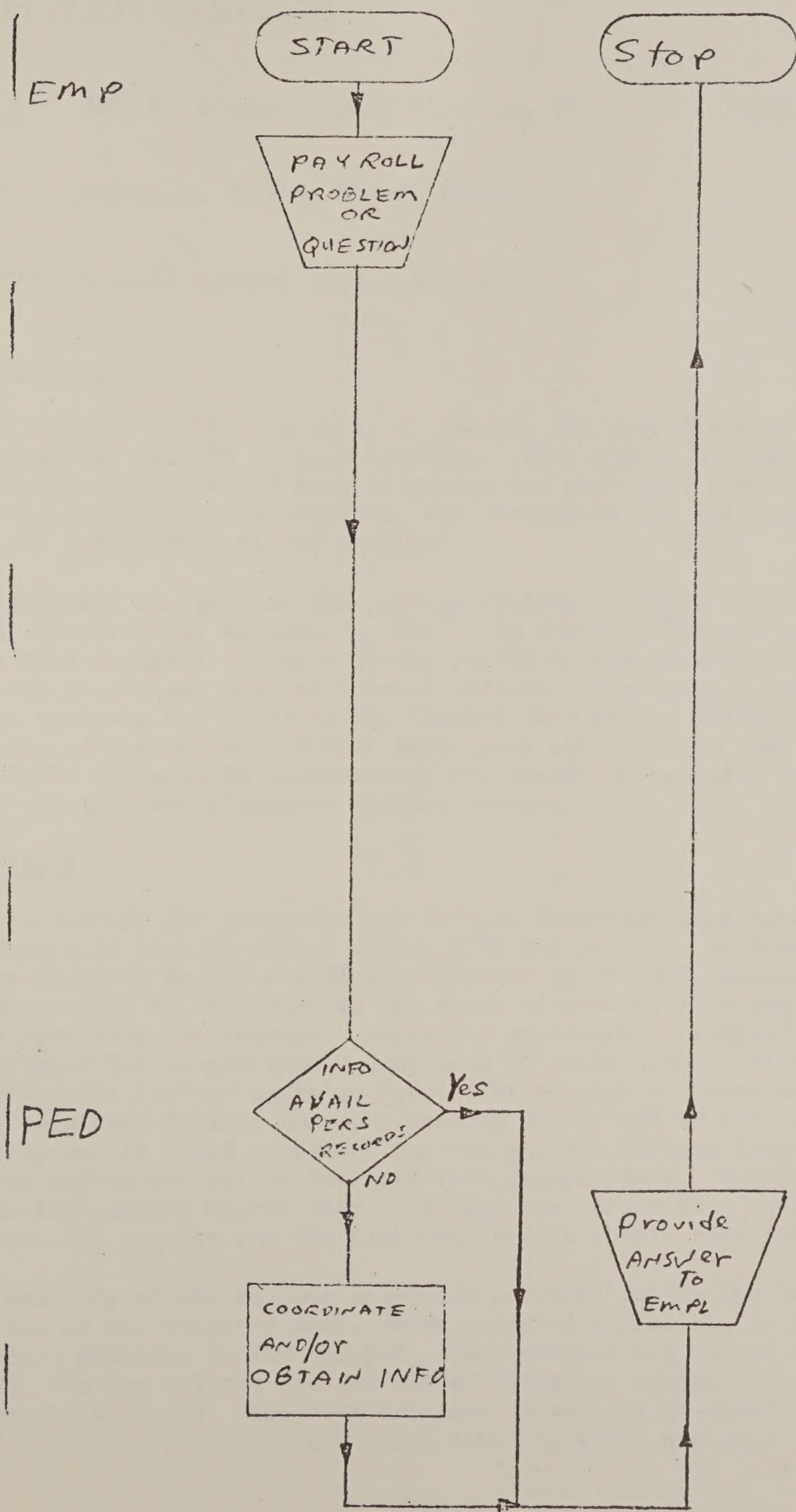
Recommended

Proposed Procedure Flow NR 1 (Thru Supv'y Chain)



Alternative

Level Proposed Procedure Flow Nr 2
(Straight Line to PersOfc)



Form C&MS-400 (3-1-66)

UNITED STATES GOVERNMENT

Memorandum

U.S. DEPARTMENT OF AGRICULTURE
CONSUMER AND MARKETING SERVICE

TO John E. Tromer, Deputy Director, PED DATE: MAR 13 1968

FROM : Robert E. Poline, Chief, PD&EB

SUBJECT: Payroll Liaison Status Report

Introduction:

The purpose of this report is to analyze the operations of the centralized payroll liaison function. This report includes data on workload, source of payroll errors and problems, quality and timeliness of service provided, and recommendation for improvement of the system and related problems.

An analysis was made of the payroll liaison function transferred from AFB, Hyattsville, December 4, 1967. An activity log was maintained for this analysis during a 30 day period by the payroll liaison clerks in FOB and D.C. employment offices. Conclusions drawn in this analysis are based on the limited data of the first several months of operations. Future experience may indicate that additional analysis and methods improvements are needed to optimize operations and service, and eliminate problem sources.

Analysis

Approximately 770 telephone and written inquiries were received by the payroll liaison clerks during a 30 day period. Of these, 92% were received by FOB and 8% were handled by the D.C. contact. An average time of 20.2 minutes was spent processing each inquiry and preparing the necessary reply and paperwork. Processing time for inquiries ranged from two minutes to three hours. Action by the payroll liaison units to correct or resolve an error or problem was completed in less than one working day on 97% of the inquiries. Rarely was it found necessary for our payroll liaison function to delay corrective action for more than several days. Delays were generally caused by the need of background information regarding a specific inquiry and the time required to obtain this information.

An analysis of the various inquiries serviced during the 30 day period of the reported data, shows a marked difference in the prime sources problems in FOB and D.C. (See exhibit 1.) Based on the data, the two offices are considered different enough to warrant separate analysis. The most frequent catagories of inquiries at FOB concerned WGI (29%) and check delivery (25%) problems. In D.C.

the inquiries are mainly service calls such as leave record, bond questions, etc., (38%), MDSC caused problem (23%), and delivery problem (18%). Seasonal and special variations caused a large number of the inquiries, and must be excluded as a constant factor in the problem volume analysis. For example, delivery problems are typical at the end of the year due to Christmas mail. The retroactive checks due from the recent pay raise accounted for the majority of MDSC caused problems. A defect in the present WGI system is causing the high percentage of WGI problems. A detailed statistical analysis of the nature of MODE problems is being developed to more precisely identify the causes of problems and provide systems and methods solutions.

It must be recognized that special problems will always exist, and must be resolved as they occur. Prime attention should, however, be given to recurring problems, for these can be minimized by systems and methods improvement.

In addition to resolving payroll inquiries, the liaison clerks perform other related tasks. As was expected, the three payroll liaison clerks are able to assist their Branches in performing approximately one-half man year of additional work. Most of this available additional manpower is in the D.C. function. Workload in addition to payroll liaison which is being done by the clerks is bond card transmittal, WGI list transmittal, T&A transmittal for the Chicago office, processing of personnel actions, and filing OPF's for the D.C. office.

Initially, the payroll liaison clerk spent a large portion of time clearing up backlogs in work which was assumed with the transfer, developing new working habits, and learning the procedures and contacts required to carry out the new function. As the clerks gain more experience, as backlogs are eliminated, and as procedures are improved, there will be more time available for additional assignment of other work. As this time becomes available in the next two to three months, the present work assignments should be reviewed, and more responsibilities assigned if feasible. Presently, inquiries regarding taxes, T&A's and MODE outputs are being assigned to these positions, thus further centralizing MODE related liaison, and improving utilization of the positions.

The question of who submits most of the payroll inquiries was considered and investigated. It was found that of 79 inquiries received in D.C. during the 30 day period, 25 were made by the employees

directly to the liaison clerk and 54 were made by the Administrative office. Approximately 50% of the 54 inquiries made by AO's required the clerk to additionally contact the employee. The situation in the field did not repeat this pattern, and it was found that the majority of field inquiries are made by the Administrative Office for the employee. It was also revealed that as high as 70% of the inquiries from the employee regarding pay matters are resolved by the AO, and do not need to be referred to the payroll liaison function.

The supervisors of the payroll liaison functions in FOB, and D.C. report that there are no problems in the present operations and the future shows promise of improved operations. Other feedback from Administrative Officers and the payroll liaison clerks indicate that the function is operating smoothly in PED. Although some dissatisfaction was experienced with pay and MODE matters, analysis of the complaints shows that the cause for dissatisfaction does not rest in PED. Efforts are now being taken by PD&EB, E&QB and MDSC to study and eliminate causes of problems.

FOB presently is maintaining a record of liaison transactions. A copy of this record is filed in the OPF and in a temporary log. No value is seen from filing this record in the OPF, and this task can probably be eliminated. This would save on filing time and records space. The temporary log can be retained longer and would provide a ready source of required information. Data in the log is not of any long-term value and the log need not be retained more than six months to one year.

Recommendations:

1. The present practice regarding the employee first contacting the Administrative Office should be continued. Greater emphasis should be made in following this procedure by D.C.'s AO's. D.C. employees also show a greater propensity toward requesting personal attention from the payroll liaison function than field employees. AO's can provide a valuable service by continuing to screen inquiries and routine questions.

2. Using a form letter, institute a feedback report to Administrative and Field offices to keep these offices informed of recurring sources of payroll input, errors and other related problems.

3. After a breaking in period of two to three more months to permit the operational bugs to settle out, a follow-up study should be

conducted. This study of the operation should be coordinated with an inquiry and error study to most effectively eliminate payroll related errors and any payroll liaison operations bottlenecks.

4. The present centralized payroll liaison function should be expanded to include MODE liaison function. The close relationship of one to the other is obvious and, consolidation of all C&MS MODE liaison into one function would further reduce confusion of responsibility and improve overall service to our employees and supervisors. After 6 to 12 months of operations and improvements, the present payroll liaison positions should be able to absorb the additional workload.

5. Submit our centralized Payroll Liaison system to Office of Personnel and OMI for future adoption departmentwide. The benefits as predicted in the initial study are being realized, and would be equally applicable to other agencies. (See exhibit 3 for predicted benefits.)

Conclusions

The transfer of payroll liaison responsibility from AFB, Hyattsville to PED has been carried out successfully and without any significant incidents. The function is now being operated satisfactorily with no adverse effect on service. A review of activity logs and methods of operations shows no significant or potential problems. The centralization of function was beneficial to the agency and its employees in terms of more efficient operations, simplified service, and improved use of manpower.

Benefits

No disadvantages to the agency were found to have resulted from this transfer of function.

Several intangible benefits have been attained as predicted. (See exhibit 3.) These can not be measured due to the lack of data while the function was performed by AFB. These benefits are:

Processing time shortened due to:

- less crossover of information
- better access to personnel data
- less opportunity for questions and data to go astray or to wrong offices
- single and more consistent interpretation of policy and regulations

Confusion eliminated due to:

single point for submission of payroll questions
single point for submission of input documents
central point for correction of errors.

Methods improved due to:

elimination of duplicate records
liaison work located closer to personnel data

Manpower saved due to:

reduced need for coordination of personnel records
single source of information and liaison

Several additional benefits have resulted from the study and centralization of payroll liaison:

1. A notice was issued changing the agency's policy on mailing of employee's paychecks to permit receipt of the paycheck where the employee designates, including his office. This will also reduce the number of check delivery problems.

2. Procedures were improved regarding submission of requests for payment of cash awards under the employee incentives program. Several steps were eliminated so that now requests for payment are submitted directly to MDSC by the Divisions.

3. As a result of the payroll liaison centralization, a proposal is being explored to permit Administrative Officers located in D.C. to submit T&A's directly to MDSC thus eliminating unnecessary handling of the documents. Presently the T&A's for all D.C. offices are sent to the Administrative Office, ASD for consolidation and submission to MDSC.

We feel the transfer was one more example of PED improving services to employees at reduced costs. We have enclosed for your signature a memo forwarding a copy of this report to George Knapp, and recommending submission of our system to Office of Personnel for departmentwide adoption. If you concur with recommendations of this study, we will gladly help implement them for you.

Attachment

EXHIBIT 1

PAYROLL LIAISON INQUIRTY ANALYSIS

Nature of Problem	Frequency			
	FOB (12/4/67-1/4/68)	Percent	D.C. (1/8-2/9/68)	Percent
1. T&A	13	10	2	-
2. MDSC	6	-	18	23*
3. Delivery	34	25[1]	14	18[1]
4. Employee	3	-	7	9
5. PED Error	15	11	3	-
6. Program Officer Error	14	10	3	-
7. Misc.	4	-	2	-
8. Service Call	6[4]	-	30	38
9. WGI	39	29	0	-
TOTAL	134[3]	85%	79[2]	88%

*Retroactive Checks

[1]Due to Christmas mail rush, unusually heavy delivery problems.

[2]Of 79 inquiries 25 were made by employees and 54 by AO.

[3]This amount does not include approximately 400 written inquiries.

[4]This amount does not include 60 requests for duplicate W-2's.

USDA-C&MS
PERSONNEL DIVISION

PAYROLL LIAISON ACTIVITY LOG (Temporary)

	DATE	SOCIAL SECURITY NO.	EMPLOYEE'S LAST NAME	CALLER'S NAME *(If different from employee's)*	OFFICE PHONE NO.	PROBLEM	HARDSHIP *(X - If yes)*	CORRECTIVE ACTION	TIME *(Min.)*	DATE CORRECTED *(Month / day)*	CAUSE OF PROBLEM
1											
2											
3											
4											
5											
6											
7											
8											
9											
10											
11											
12											
13											
14											
15											
16											
17											
18											
19											
20											

Distributed by ASD, C&MS
Procedures Branch
A,D

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

OFFICE OF PLANT AND OPERATIONS

May 7, 1968

PLANT AND OPERATIONS MEMORANDUM NO. 22, SUPPLEMENT 103

Procurement Management Information

TREASURY DEPARTMENT CIRCULAR 570 - ACCEPTABLE SURETIES ON FEDERAL BONDS. Treasury Circular 570, listing companies holding certificates of Authority as acceptable sureties on Federal bonds, is revised annually as of June 1. Interim changes involving the addition of new companies to the list, revocations of authority, mergers, name changes, etc., are published in the Federal Register as they occur. The distribution of the interim supplements has been discontinued, except in the cases involving revocation of Certificates of Authority of companies failing to meet Treasury requirements.

Attached is Supplement No. 9 to the 1967 Revision covering the termination of the Certificate of Authority issued to Ranger Insurance Company. Supplement Nos. 2, 3, 4 and 7 are also attached but for information only since they were previously distributed. The supplements not included covered additions to Circular 570, not revocations.

Questions concerning this memorandum should be directed to the Contract and Procurement Management Division. The telephone number is Area Code 202, 388-7527 (IDS Code 111, Extension 7527).

V. S. Gunther

V. S. Gunther, Chief
Contract and Procurement
Management Division

Attachments

SURETY COMPANIES ACCEPTABLE ON FEDERAL BONDS

Supplement No. 9
Department Circular 570
1967 Revision

Treasury Department
Washington, D. C.
April 12, 1968

Fiscal Service
Bureau of Accounts

RANGER INSURANCE COMPANY
TERMINATION OF AUTHORITY TO QUALIFY AS SURETY ON FEDERAL BONDS

Notice is hereby given that the Certificate of Authority issued by the Secretary of the Treasury to the Ranger Insurance Company, Houston, Texas, under the provisions of the Act of Congress approved July 30, 1947 (6 U.S.C. 6-13), to qualify as an acceptable surety on recognizances, stipulations, bonds and undertakings permitted or required by the laws of the United States, will expire on May 31, 1968 and will not be renewed.

Bond-approving officers of the Government should, in instances where such action is necessary, secure new bonds with acceptable sureties in lieu of bonds executed by the Ranger Insurance Company.

John K. Carlock
Fiscal Assistant Secretary

SURETY COMPANIES ACCEPTABLE ON FEDERAL BONDS

Supplement No. 2
Department Circular No. 570
1967 Revision

Treasury Department
Washington, D. C.
July 6, 1967

Fiscal Service
Bureau of Accounts

STATE FIRE AND CASUALTY COMPANY
TERMINATION OF AUTHORITY TO QUALIFY AS SURETY ON FEDERAL BONDS

Notice is hereby given that the Certificate of Authority issued by the Secretary of the Treasury to the State Fire and Casualty Company, Miami, Florida, under the provisions of the Act of Congress approved July 30, 1947 (6 U. S. C. 6-13), to qualify as an acceptable surety on recognizances, stipulations, bonds and undertakings permitted or required by the laws of the United States, is hereby revoked, effective July 31, 1967.

Bond-approving officers of the Government should, in instances where such action is necessary, secure new bonds with acceptable sureties in lieu of bonds executed by the State Fire and Casualty Company.

John K. Carlock
Fiscal Assistant Secretary

SURETY COMPANIES ACCEPTABLE ON FEDERAL BONDS

Supplement No. 3
Department Circular No. 570
1967 Revision

Treasury Department
Washington, D. C.
August 28, 1967

Fiscal Service
Bureau of Accounts

A Certificate of Authority as an acceptable surety on Federal bonds has been issued by the Secretary of the Treasury to the following company under the Act of Congress approved July 30, 1947 (6 U.S.C. 6-13). An underwriting limitation of $173,000.00 has been established for the company.

Name of Company, Location of Principal Executive Office, and State in Which Incorporated

Protective Insurance Company

Indianapolis, Indiana

Indiana

Certificates of Authority expire on May 31 each year, unless sooner revoked, and new Certificates are issued on June 1 so long as the companies remain qualified (31 CFR Part 223). A list of qualified companies is published annually as of June 1 in Department Circular 570, with details as to underwriting limitations, areas in which licensed to transact fidelity and surety business and other information. Copies of the Circular, when issued, may be obtained from the Treasury Department, Bureau of Accounts, Audit Staff, Washington, D. C. 20226.

George F. Stickney
Deputy Fiscal Assistant Secretary

SURETY COMPANIES ACCEPTABLE ON FEDERAL BONDS

Supplement No. 4
Department Circular No. 570
1967 Revision

Treasury Department
Washington, D. C.
October 3, 1967

Fiscal Service
Bureau of Accounts

A Certificate of Authority as an acceptable surety on Federal bonds has been issued by the Secretary of the Treasury to the following company under the Act of Congress approved July 30, 1947 (6 U.S.C. 6-13). An underwriting limitation of $1,265,000 has been established for the company.

Name of Company, Location of Principal Executive Office, and State in Which Incorporated

International Insurance Company

New York, New York

New York

Certificates of Authority expire on May 31 each year, unless sooner revoked, and new Certificates are issued on June 1 so long as the companies remain qualified (31 CFR Part 223). A list of qualified companies is published annually as of June 1 in Department Circular 570, with details as to underwriting limitations, areas in which licensed to transact fidelity and surety business and other information. Copies of the Circular, when issued, may be obtained from the Treasury Department, Bureau of Accounts, Audit Staff, Washington, D. C. 20226.

John K. Carlock
Fiscal Assistant Secretary

SURETY COMPANIES ACCEPTABLE ON FEDERAL BONDS

Supplement No. 7
Department Circular 570
1967 Revision

Treasury Department
Washington, D. C.
February 1, 1968

Fiscal Service
Bureau of Accounts

NORTH STAR REINSURANCE CORPORATION
TERMINATION OF AUTHORITY TO QUALIFY AS SURETY ON FEDERAL BONDS

Notice is hereby given that the Certificate of Authority issued by the Secretary of the Treasury to the North Star Reinsurance Corporation, New York, New York, under the provisions of the Act of Congress approved July 30, 1947 (6 U.S.C. 6-13), to qualify as an acceptable surety on recognizances, stipulations, bonds and undertakings permitted or required by the laws of the United States, is hereby terminated.

Bond-approving officers of the Government should, in instances where such action is necessary, secure new bonds with acceptable sureties in lieu of bonds executed by the North Star Reinsurance Corporation.

John K. Carlock
Fiscal Assistant Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 6, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Examining for Jobs at the Lowest Levels

Secretary Freeman has asked me to bring to your attention a new Nationwide action plan for examinations covering positions at the Worker-Trainee level. It deals with hiring persons best suited to perform simple, routine, repetitive tasks in positions at the lower end of the job ladder.

The plan calls for a Worker-Trainee examination to be publicized initially in the Concentrated Employment Program target cities. It is believed that publicity in these target cities will produce applicants who might find the performance of low level tasks a challenging and stimulating form of employment. Worker-Trainee registers will be established. They will cover jobs usually in the following categories:

1. All Wage Grade 1 and certain Wage Grade 2 and 3 jobs; and

2. All General Schedule 1 jobs except those requiring proficiency in typing or other machine operation.

Agencies are urged to embark on this program with an eye towards achieving success by:

1. Reviewing your lower level blue collar and white collar jobs;

2. Stripping the simple, routine, repetitive tasks from these jobs and placing them in Worker-Trainee jobs (apply job reengineering principles of Operation MUST); and

3. Using the Worker-Trainee register to fill jobs requiring routine, repetitive assignments for which no previous experience or training is necessary.

This program has the Secretary's full support. He asks your personal involvement by taking the lead in encouraging your Washington and Field Managers at all organizational levels, particularly those concerned with the hiring process, to join in this endeavor.

I cannot overemphasize the importance of this program. Its success depends on you.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

This memo will be implemented by
a C&MS Notice or Instruction

July 5, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Limitation on Number of Civilian Employees

Section 201 of Public Law 90-364, the Revenue and Expenditure Control Act of 1968, requires the Secretary of Agriculture to limit the number of appointments of full-time employees in permanent positions for the Department as a whole to 75% of the number of separations occurring on and after July 1, 1968. It also requires that the number of temporary and part-time employees be limited to that for the corresponding month of the calendar year 1967.

Bureau of the Budget Bulletin No. 68-15, dated June 28, 1968, indicates the general procedures and reporting requirements for administering this law.

In view of the requirements that this law be administered on a departmental basis, judgments on the filling of vacancies are going to have to be made at a higher organizational level than has been the case in most instances. This is going to require the direct involvement of the Secretary's Office and Agency Heads in making these judgments. The Office of Budget and Finance is assigned the responsibility for the issuance of detailed instructions and procedures for obtaining agency proposals and submitting them to the Office of the Secretary for approval. Other staff in the Office of the Secretary will participate in this review as appropriate. The Office of Budget and Finance will advise the agencies in writing of approvals to fill vacancies.

Pending such advice agencies should not make any commitments to appoint any full-time employees in permanent positions. Appointments of such employees may be made where bona fide commitments were made prior to July 1, 1968. Commitments are defined as those where a specific effective date was agreed upon and the prospective employee had been ordered to report for duty on that date. Agencies should have readily available specific information on each such commitment, including name, grade, location, reporting date and evidence of the date on which the firm commitment was made.

Contracting with firms and institutions for personal services will not be used to circumvent the employment restrictions of Section 201 of Public Law 90-364 and this memorandum.

Joseph M. Robertson
Assistant Secretary for Administration

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 4, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Arthur S. Flemming Award for 1969

Ten outstanding young men in the Federal Government are honored each year as winners of the Arthur S. Flemming Award sponsored by the Downtown Jaycees.

This award has brought special distinction to the Department with a winner in each of the last three years. USDA's previous winners are listed on the reverse side of this page.

Our recent record shows that we have many young men who have shown unusual executive, scientific, or technical ability. Select again this year one or more whose achievements deserve public recognition. There is no limit on the number of cases the Department may submit.

Ten awards will be given on February 13, 1969--five in the scientific category and five in the field of administration. The categories are defined as follows:

> "Administrative nominees should have demonstrated exceptional capabilities and performance in a profession such as law, personnel, labor or the like. Primary attention is given to the ability to formulate, organize, coordinate and direct the activities of others.
>
> "Scientific nominees should be carrying out research 'at the bench' which could be a laboratory for a chemist, a field for an agronomist, or a desk for a theoretician. . . ."

Eligibility is limited to men who will not have reached the age of 40 before January 1, 1969. Further details are in Personnel Bulletin No. 451-77.

Nominations are due in the Office of Personnel, in duplicate by December 2, 1968.

Joseph M. Robertson
Assistant Secretary for Administration

USDA Winners of the Arthur S. Flemming Award

AGENCY	NAME	YEAR
Sec	Martin E. Abel	1968
ASCS	Edwin A. Jaenke	1967
IADS	Lester R. Brown	1966
ARS	Dr. Serge N. Timasheff	1964
ARS	Dr. Daniel Swern	1954

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 11, 1968

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Service to Vietnam Era Veterans

In my memorandum of April 2, 1968, I asked you to give your support and cooperation to employment programs for Vietnam Era Veterans. I would now like to tell you about one program in particular and again ask for your support.

The program is Project Transition. It offers volunteer job training to servicemen who are within six months of being discharged from active duty and who lack the necessary skills, education, or experience to obtain productive civilian employment. Training for these servicemen is conducted at military bases during duty hours. Agencies can best utilize the manpower source of Project Transition and contribute to its success by:

1. Establishing and conducting training courses at Transition Centers and

2. Developing entry level jobs to utilize acquired skills of servicemen.

We now have two training courses being conducted at Transition Centers. One involves a joint effort by Soil Conservation Service and Forest Service to train servicemen as surveying and engineering aids. The other involves a training course which will qualify servicemen as laboratory helpers. The Agricultural Research Service is leading this course.

Thousands of servicemen are being discharged each month. I am sure there are numerous untapped skills, which through training, can be used somewhere in this Department. I ask you to give extra attention to promoting Project Transition in your Agency.

The Office of Personnel is available to help you in preparing an agreement with the Department of Defense. They will also be glad to furnish further details on Project Transition.

Harry S. Truman

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

January 22, 1969

MEMORANDUM TO ALL EMPLOYEES

It is my very real pleasure to greet you ... the men and women who will be sharing with me my new responsibilities as Secretary of Agriculture.

Our goal is a mutual one: We will strive to improve the position of the agricultural producer and his business neighbors in rural America and to wipe out hunger and improve the nutritional standards of our nation. In pursuit of this we will carry out as effectively as we can all the many responsibilities given to the Department by the Congress in service to the American people.

If our goal is to be achieved it will require the dedicated talents of each of us as individuals and the collective efforts of all of us as a group. It will require that we think and plan thoughtfully and that we act wisely.

We will want also to listen ... for it will be our purpose to seek the best judgment and recommendations from those outside of the Federal establishment; from agricultural and business leaders and from our colleges and universities.

President Nixon, in his Inaugural Address, summarized very well what should be our attitude toward the future:

> "As we reach toward our hopes, our task is to build on what has gone before -- not turning away from the old, but turning toward the new."

I know many of you already. I am looking forward to getting to know as many of the rest of you as I possibly can in the months ahead.

Clifford M. Hardin

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

February 13, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Prompt Handling of Legislative Reports

One of the frustrating experiences for a member of Congress is to have his bill held up for several weeks while a department is preparing and clearing a report on it. I hope you will do everything possible to get legislative reports handled as promptly as possible.

I realize reports on bills are usually more difficult to prepare than most letters, but we should try to come as near as possible to the timing on other letters.

I have asked Carl Sapp to keep me informed currently on delays. I hope you will establish or maintain an effective follow-up system within your agency.

George V. Hansen
Deputy Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 7, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reducing Unnecessary Employment

The President and the Director of the Bureau of the Budget have recently emphasized the need for an orderly reduction in unnecessary civilian employment in the Executive Branch of the Government. A copy of the President's memorandum is attached. Agencies have been furnished a copy of the memorandum from the Bureau of the Budget.

The President has expressed a special concern with what appears to be overstaffing in many activities and excessive overhead organization. To meet his request, you should make a thorough review of your agency's employment priorities, identifying those areas that can be phased out or carefully limited and take appropriate action to make these reductions.

Employment reductions should continue to be made through attrition and your staff should be reassigned from low priority activities to those of higher priority. Of course, emphasis should continue to be placed on meeting needs involving health, safety and human lives.

To accomplish the decrease in staffing, the Department is required to reduce full-time permanent employment from month to month and to reduce part-time and temporary employment below the same month in calendar year 1967 or 1968, whichever is lower. This will require our joint efforts and I am confident I can count on your cooperation. Excessive overtime and contracting-out procedures must not be used to circumvent the intent of these regulations.

The current reporting procedures and employment limitations established through the Office of Budget and Finance remain in effect. Requests for additional employment must be fully justified in the light of the directive from the President and should be submitted only after you personally have determined that there is no practicable alternative.

Clifford M. Hardin

Secretary of Agriculture

Attachment
(See Reverse)

THE WHITE HOUSE

WASHINGTON

February 17, 1969

MEMORANDUM FOR THE

HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Employment statistics reaching my desk have strengthened my conviction that Federal Government employment is considerably higher than it should be. There appears to be overstaffing in many activities and excessive overhead organization in almost all agencies and departments.

We have a responsibility to the American taxpayer to ensure that civilian employment in the executive branch is kept at the minimum compatible with efficient conduct of operations. To this end, I have asked the Budget Director and Dr. Burns to keep me informed of developments. I have also asked the Budget Director to issue instructions designed to review civilian employment levels.

Resultant reductions of employment will be carried out through an orderly process of attrition. This policy will apply to all executive departments and agencies and will include activities now exempted from the employment limitations of the Revenue and Expenditure Control Act of 1968. It should receive your personal attention.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 14, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Withholding Information from Congressional Committees

The Administrative Regulations of this Department, Title 1, Paragraph 535, specify that withholding information from the Congress is a privilege reserved to the President. If a case arises where a Department or agency official finds it advisable to withhold information, Department policy requires that the facts of the case be submitted to the Secretary for consideration. Under this policy, the following procedure shall be followed:

Submit to the Secretary through the appropriate Assistant Secretary and the Executive Assistant to the Secretary a memorandum setting forth:

(1) The information requested by Congress or a Congressional Committee;

(2) That information which it is deemed advisable to withhold; and

(3) The reasons which are considered to justify withholding of the information requested.

The information specified above must be submitted to the Secretary's Office not later than 24 hours after receiving a request for information which it is deemed inadvisable to disclose. In particularly sensitive cases, agency heads should contact the appropriate Assistant Secretary by telephone prior to submission of the required documents. This will allow the Secretary's Office to be advised of the situation while awaiting more detailed information.

After review and determination of the proper course to take, agencies will be advised.

Clifford M. Hardin
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 1, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Reassignments

Effective immediately, the following personnel reassignments are made:

1. George V. Hansen will serve as Deputy Administrator, State and County Operations, Agricultural Stabilization and Conservation Service.

2. William Eugene Galbraith will serve as Deputy Under Secretary for Congressional Relations.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 1, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Summer Employment Program for Youth

On March 10, 1969, President Nixon announced the Federal Summer Employment Program for Youth. This program is aimed at providing meaningful work or training opportunities to economically deprived youth, 16 through 21 years of age, particularly in our nation's 50 largest cities.

I urge each of you to become involved personally in this program and give it your full support. Every effort should be made to structure work situations according to the talents and interests of these young people. This could generate further interest on their part for additional education or enable them to recognize the value of job training--training that will make them more employable in the future. The job opportunities you provide now could be the building blocks on which these young Americans can find their place in life, become self-sufficient and better citizens.

The President has said, "All employers must make a maximum effort this summer." He asks that we hire as part of our normal summer employment program ". . . at least one needy young person for every 40 regular employees . . ." I am calling upon you to see that your agency responds promptly and affirmatively to the President's request.

I have asked the Director of Personnel to assist you in every way possible. He will notify you soon on the hiring quota for your agency. As last year, youths appointed under this program are exempt from personnel ceilings.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 11, 1969

MEMORANDUM TO HEADS OF AGENCIES AND ALL EMPLOYEES

Equal Employment Opportunity

The policy of the Federal Government clearly prohibits discrimination in employment because of race, color, religion, sex or national origin.

This national policy of equal employment opportunity in the Federal service has recently been strongly endorsed by President Nixon. A copy of the President's statement is on the reverse side of this memorandum. I add my own strong personal conviction that we must all continue to give this program energetic support.

The President calls for the Executive Branch to lead the way in this activity. I expect the Department of Agriculture to be in the forefront in carrying out this program.

There is room for much progress. As part of this effort, I am asking the Head of each agency to devote personal attention to the affirmative action program of his agency and to give his personal endorsement to the action plan his managers and supervisors will carry out within the agency.

An affirmative action program simply means a fair chance for all without regard to race, color, religion, sex, or national origin.

We cannot provide more. We cannot tolerate less.

Clifford M. Hardin
Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

March 28, 1969

MEMORANDUM TO HEADS OF DEPARTMENTS AND AGENCIES

SUBJECT: Equal Employment Opportunity

The concept of nondiscrimination is inherent in the Civil Service Act of 1883, which calls for a Federal service based on merit and fitness alone. "Nondiscrimination" was broadened by President Eisenhower to "equal employment opportunity" with his issuance of Executive Order 10590 in 1955. In the years that followed, other Executive Orders designed to insure equal opportunity in the employment, development, advancement and treatment of employees of the Federal Government have been issued. This series of Presidential directives reflects continuing support for this program at the highest levels of Government.

I want to emphasize my own official and personal endorsement of a strong policy of equal employment opportunity within the Federal Government. I am determined that the Executive Branch of the Government lead the way as an equal opportunity employer.

Although under the leadership of the Civil Service Commission significant progress has been made towards the goal of equal employment opportunity, much remains to be done. Accordingly, I have directed the Chairman of the Commission to make a thorough review of all present efforts to achieve equal employment opportunity within the Federal Government and to report back to me on or before May 15, 1969, with recommendations for desirable policy and program changes in regard to those efforts.

Meanwhile, I want every reasonable effort made to insure that the Federal Government is an equal opportunity employer. I further urge you, if you have not already done so, to communicate your personal support for this program to all officials and employees of your agency.

Richard Nixon

This memo will be implemented by a C&MS [illegible] Instruction

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

May 23, 1969

For Information Only

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Financial Reporting

The President on February 22, 1969, reaffirmed the objective of placing our budgets and financial reports on the accrual basis recommended by the President's Commission on Budget Concepts. All agencies have copies of the Commission's Report issued in October, 1967.

Attached is a joint memorandum from the Secretary of the Treasury, Director of the Bureau of the Budget, Chairman of the Council of Economic Advisors and the Comptroller General which:

(1) Advises that the President has decided that the changeover to the accrual basis recommended by the Budget Commission will be made effective with the budget for 1972 to be submitted in January 1971; and

(2) Emphasizes the need to improve the substance and timeliness of the special monthly reports presently required on the accrual basis.

Each agency head should take the necessary steps to ensure that the monthly reports of accrued revenues and expenditures for your agency are submitted on a timely basis and in accordance with the instructions referred to in the attachment.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

SECRETARY OF THE TREASURY
DIRECTOR OF THE BUREAU OF THE BUDGET
CHAIRMAN OF THE COUNCIL OF ECONOMIC ADVISERS
COMPTROLLER GENERAL OF THE UNITED STATES

March 10, 1969

TO HEADS OF DEPARTMENTS AND AGENCIES

The President has reaffirmed the importance of going forward promptly with converting the budget and the companion financial reports of the Treasury to the accrual basis recommended by the President's Commission on Budget Concepts in October 1967. A copy of the President's directive on this subject is attached.

Some agencies have made significant progress in developing a readiness for this important change. However, it is now evident that much more remains to be done. Therefore, we cannot achieve the target date recommended by the Budget Commission to move to the accrual basis for estimates and prior year actual data in the President's budget to be submitted next January.

Accordingly, the President has decided that the changeover will be made effective with the budget for 1972 to be submitted in January 1971.

While slippage of one year from the original goal is a practical necessity, it highlights the need for more vigorous action now, in all agencies, to complete the changes necessary to meet the new timetable.

Staff of the three central financial agencies are working together and with the program agencies on this vital matter. Moreover, the Council of Economic Advisers also has an important stake in this change because of its role in analyzing the impact of the Federal sector in the national economy. Interagency study teams have been working on certain problem areas, and there will be further communications from the Budget Director on these matters as necessary. In the near future, the Treasury will be communicating with each agency on its compliance with the required monthly accrual reporting under the current fiscal year "test operation."

The special monthly reports presently required on the accrual basis must be of such stature, in substance and timeliness, as to enable the Treasury to conduct its central operations for the rest of the current fiscal year and extending through fiscal year 1970 as a comprehensive "pilot" system, producing everything needed for reporting Government-wide results on the accrual basis short of actually publishing the financial statements on that basis during that period. The basic objective

is to produce from that "pilot" system (a) actual data on accrued revenues and expenditures for fiscal years 1969 and 1970 which will be needed when the financial reports begin to be published on the accrual basis in fiscal 1971; and (b) firm year-end balances of the various asset and liability accounts on the books of the agencies that represent the bridge between the "cash" and "accrual" bases and that are prerequisite to the changeover.

All of this adds up to a major and challenging undertaking. We urge the head of each agency to see that his organization is ready for the changeover soon. The specific requirements have already been promulgated in Bureau of the Budget Bulletin No. 68-10 dated April 26, 1968, Treasury Fiscal Requirements Manual Transmittal Letter No. 18 dated June 20, 1968, and General Accounting Office letter to heads of departments and agencies dated May 4, 1968.

Secretary of the Treasury

Director of the Bureau of the Budget

Chairman of the Council of Economic Advisers

Comptroller General of the United States

Attachment

THE WHITE HOUSE

WASHINGTON

February 22, 1969

MEMORANDUM FOR:

The Director of the Bureau of the Budget
The Secretary of the Treasury
The Chairman of the Council of Economic Advisers

The accrual basis of accounting has long been recognized as the most appropriate basis for providing a fair disclosure of financial condition and operating results in the private sector of our Nation's business. Since 1956, accrual accounting has been a statutory standard for the Government itself, but one which has been but imperfectly achieved.

A year and a half ago, a bipartisan Presidential Commission on Budget Concepts recommended the adoption of the accrual basis for stating revenues and expenditures of the Government in preparing the budget and reporting on budget results. All three of you, though then private citizens, were associated with the Commission and are thoroughly familiar with its work. Some of the senior members of Congress, most clearly associated with the budget process, were also members of the Commission. Shortly after the Commission reported, the Executive Committee of the American Institute of Certified Public Accountants adopted a resolution commending the conceptual changes recommended by the Commission, and urging their prompt adoption.

Since that time the Bureau of the Budget and the Treasury Department have been working with the General Accounting Office to get all departments and agencies of the Government into a position of readiness to convert to the accrual basis, and to execute a trial or "pilot" accrual reporting operation.

I hereby reaffirm the objective of placing our budgets and financial reports on the accrual basis recommended by the President's Commission. Please continue vigorous joint effort with the Comptroller General of the United States to that end. I am expecting the heads of the various departments and agencies to give their personal attention toward achieving this objective at the earliest practicable date, but not later than the end of this fiscal year, so that the conversion can be made effective with the budget to be transmitted to Congress in January 1971.

Please report to me, from time to time, on the progress that is being made.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 7, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Regional Councils

On March 27, 1969, the President announced a series of steps being taken to streamline the structure and processes of Federal agencies in the field. The first of these steps was the establishment of a common pattern of regional boundaries and headquarters for certain Federal agencies. The following is quoted from the President's statement.

"The first concern is to rationalize the way our service delivery systems are organized. I have therefore issued a directive which streamlines the field operations of five agencies by establishing--for the first time--common regional boundaries and regional office locations. This instruction affects the Department of Labor, the Department of Health, Education, and Welfare, the Department of Housing and Urban Development, the Office of Economic Opportunity, and the Small Business Administration. The activities of these agencies--particularly in serving disadvantaged areas of our society--are closely related. Uniform boundaries and regional office locations will help assure that they are also closely coordinated. ***

"I am asking all other Federal agencies to take note of these instructions, and I am requesting that any changes in their field organization structures be made consistent with our ultimate goal: uniform boundaries and field office locations for all social or economic programs requiring interagency or intergovernmental coordination. ***

"The second step in this reform process emphasizes coordination. It calls for an expansion of the regional council concept from the four cities where it presently operates (Chicago, New York, Atlanta, and San Francisco) to the new regional centers. The regional council is a coordinating body on which each of the involved agencies is represented. It offers an excellent means through which the various arms of the Federal Government can work closely together in defining problems, devising strategies

to meet them, eliminating friction and duplications, and evaluating results. Such councils can make it possible for the Federal Government to speak consistently and with a single voice in its dealings with States and localities, with private organizations, and with the public.

"The third phase of this systematic restructuring of domestic programs focuses on decentralization. I am asking the Director of the Bureau of the Budget to join with the heads of nine departments and agencies in a review of existing relationships between centralized authorities and their field operations. Participating in the review will be the Departments of Agriculture; Commerce; Health, Education, and Welfare; Housing and Urban Development; Labor; Transportation; Justice; the Office of Economic Opportunity; and the Small Business Administration."

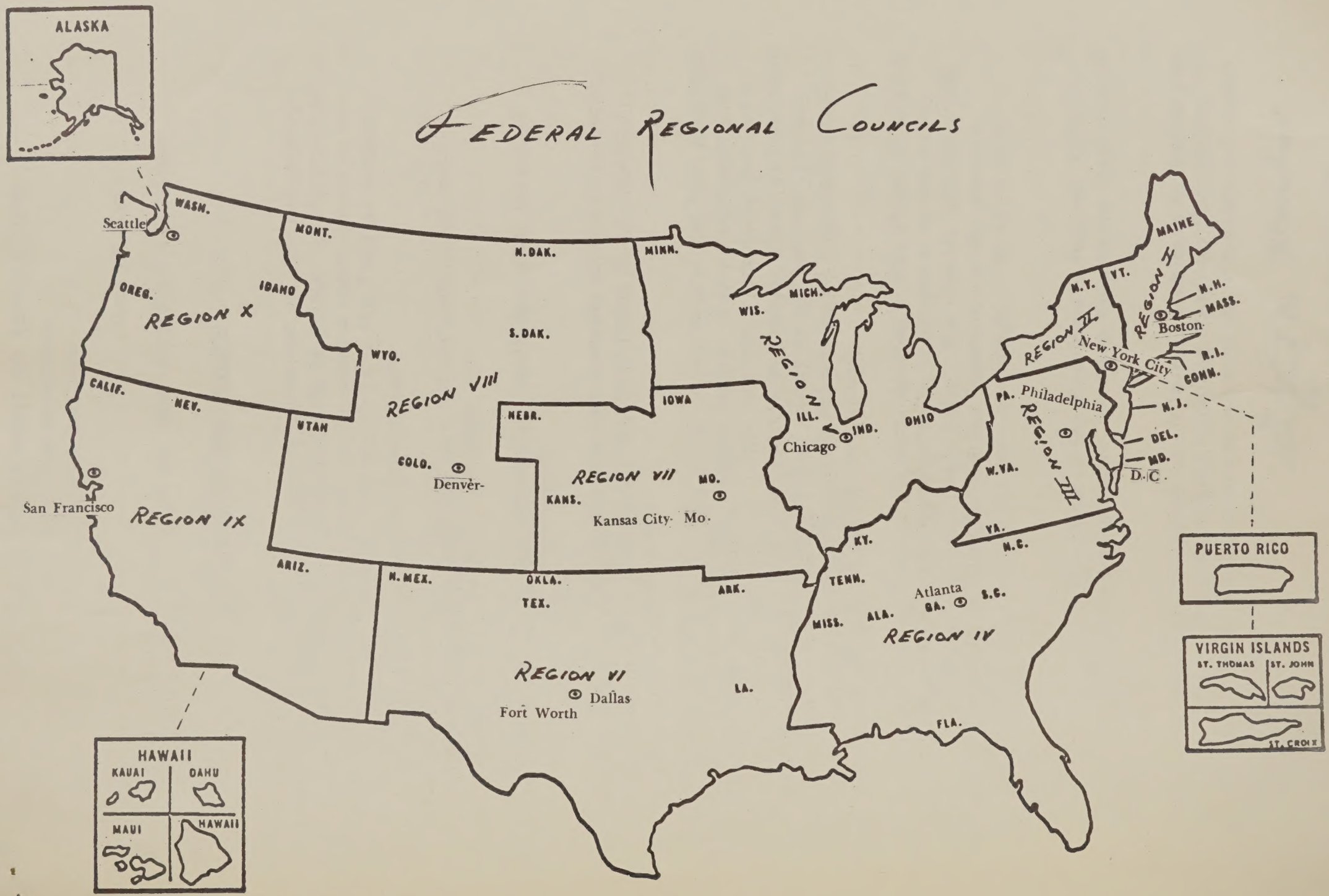
The regional boundaries and headquarters are shown on the attached map.

Secretary's Memorandum No. 1653, dated May 6, 1969, announced an action program towards greater and more consistent decentralization of all Federal programs. A part of this effort is to work with these Regional Councils wherever our participation will further the objectives sought by the President. Participation as members of these councils by other than the five agencies named in the President's statement is under consideration. For the present, you are requested to advise appropriate field headquarters of your agency regarding these Regional Councils. Advise them that all feasible cooperation should be given to these Councils whenever they ask for assistance where agency programs are involved.

Clifford M. Hardin

Secretary of Agriculture

Attachment


ALASKA
FEDERAL REGIONAL COUNCILS
Seattle
WASH.
MONT.
N. DAK.
MINN.
OREG.
IDAHO
REGION X
WYO.
S. DAK.
WIS.
MICH.
REGION V
CALIF.
NEV.
UTAH
REGION VIII
IOWA
NEBR.
ILL.
IND.
OHIO
Chicago
COLO.
Denver
REGION VII
MO.
KANS.
Kansas City, Mo.
San Francisco
REGION IX
ARIZ.
N. MEX.
OKLA.
TEX.
ARK.
REGION VI
Dallas
Fort Worth
LA.
KY.
TENN.
MISS.
ALA.
GA.
Atlanta
S.C.
REGION IV
FLA.
N.C.
VA.
W. VA.
PA.
Philadelphia
REGION III
N.Y.
New York City
REGION II
VT.
MAINE
N.H.
MASS.
Boston
REGION I
R.I.
CONN.
N.J.
DEL.
MD.
D.C.
HAWAII
KAUAI
OAHU
MAUI
HAWAII
PUERTO RICO
VIRGIN ISLANDS
ST. THOMAS
ST. JOHN
ST. CROIX

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 16, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Employing the Handicapped

President Nixon has issued a policy statement on Federal employment of the handicapped. This statement is printed on the reverse of this sheet. Note that he asks us "to make a commitment to remove any remaining employment barriers to the Federal employment of three groups of handicapped people.

- the physically impaired who are not occupationally handicapped when assigned to the right jobs,

- the mentally restored whose only handicap is that they once suffered an emotional illness,

- the mentally retarded who can demonstrate ability to perform the simple and routine tasks that need doing in all organizations, regardless of size."

This is a request to which none of us, in our hearts and best judgment, can fail to respond. In plain, simple terms, it is a request to give those less fortunate a chance. There are many examples in history of great men and women who have overcome major physical handicaps and risen to positions of leadership. They do not ask for special privileges, merely an opportunity to receive equal consideration in obtaining employment for which they qualify.

Each agency can demonstrate its participation in this effort to employ the handicapped by continually identifying positions in which handicapped persons can show their capability. We should, wherever and whenever possible, in keeping with the standards of the service, modify position requirements to take advantage of these persons' abilities.

I urge each of you, in the spirit of the President's request, to maintain on a year round basis an active, positive Employ the Handicapped Program.

Please emphasize this Program at all levels, both here in Washington and in the Field. The Department Handicap Program Coordinator will contact your Agency Coordinators to advance the Program and report to me on its progress.

Clifford M. Hardin

Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

April 18, 1969

TO HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

Policy for Federal Employment of the Handicapped

It is the policy of this Administration, in staffing the Federal service, to give full consideration to the employment and selective placement of the handicapped.

Administrations of both parties, since World War II, have set examples of national leadership in opening the Government's doors to more than one-quarter million citizens who, though handicapped, have nonetheless been occupationally qualified. Today throughout the economy we find general acceptance of the reminder: "Hire the Handicapped -- It's Good Business."

I have personally observed the mutual benefits that derive from hiring the handicapped, and I want this "good business" to continue and prosper.

Therefore, I ask each of you to make a commitment to removing any remaining barriers to the Federal employment of

- the physically impaired who are not occupationally handicapped when assigned to the right jobs.

- the mentally restored whose only handicap is that they once suffered an emotional illness.

- the mentally retarded who can demonstrate ability to perform the simple and routine tasks that need doing in all organizations, regardless of size.

The Civil Service Commission will provide leadership and direction for the overall Federal effort in carrying out this policy.

I am confident that you will give this policy and the Commission your earnest support.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 23, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Prompt Handling of Legislative Reports

Many legislative reports are being received from the agencies with insufficient time remaining for adequate review by the Secretary's Office and the Bureau of the Budget before they must go to the Congressional Committees. These reports are too important to be handled routinely and adequate time must be allowed for review.

Agencies should comply with the Department's regulations which provide that reports be prepared within 1 week and that a reviewing agency should take less than 2 days. If it is impossible to comply with this standard in a particular case, the problem should be discussed with the Division of Legislative Reporting, Office of Budget and Finance.

Agency heads are requested to direct their staff members to follow these procedures so that legislative reports can be handled promptly.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 3, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Control of 1970 Obligations and Outlays

The Congress is considering legislation to establish a limitation on outlays for the Government for the fiscal year 1970. In addition, the appropriation bills for 1970 for all agencies are still pending.

Until action can be completed on these various bills and other pending proposals, it is not possible for firm decisions to be made within the Executive Branch on program levels and outlays.

Therefore, you should take steps to hold down new commitments on obligations and outlays as much as possible pending a final decision on these questions. For an interim period, we will be operating under the continuing resolution which the Congress has enacted. Your obligations should be even more restricted than that which would be authorized under such a continuing resolution. In addition, your program plans for the year should be made on the basis that some reduction in outlays below the amount shown in the revised budget for 1970 will be necessary.

J. Phil Campbell

J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

July 18, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

1969 Cost Reduction Awards Ceremony

Recognition stimulates cost consciousness among employees. The General Accounting Office recently stated in a preliminary report on their review of the USDA Cost Reduction and Operations Improvement Program: "Methods used by the Department -- to encourage employee participation -- may be of benefit to other departments of the Government." One of the "methods" which impressed them most was our annual Cost Reduction Awards Ceremony. We have held one each spring since 1966.

The Secretary's Special Merit Award for Outstanding Cost Reduction Achievement has become a coveted attainment. During the past three years, 106 of the Department's top cost saving actions by individuals or small groups were recognized. I intend to continue and emphasize this program.

I have decided to hold the 1969 Cost Reduction Awards Ceremony in October or November. The exact date and speaker will be announced later.

Selection of nominees must begin now. All nominations must be submitted to the Director of Personnel by August 15, 1969. Each agency may submit up to five nominations. Selections should be made first from the accomplishments contained in your Year-End FY 1969 Cost Reduction Progress Report (due August 1). You may also select nominees whose achievements were included in either the First Half FY 1969 or the Year-End FY 1968 Progress Reports. Details of selection criteria and submission are set forth in Chapter 14 of Title I of the Administrative Regulations.

I know you have numerous imaginative employees worthy of recognition for their contributions to the increased productivity and improvement of the Department's economy. Therefore, I am asking each of you to be involved personally in selecting the best qualified nominees.

Clifford M. Hardin
Secretary of Agriculture

THE WHITE HOUSE
Washington

August 13, 1969

MEMORANDUM FOR

HONORABLE ROBERT P. MAYO
DIRECTOR, BUREAU OF THE BUDGET

I concur in the recommendations of the report on Federal Executive Boards submitted by you and the Chairman of the Civil Service Commission.

Act immediately to carry out those recommendations. Federal Executive Boards can be an effective means of implementing a wide range of Administration policy. They should give renewed emphasis to promoting cooperative action by Federal agencies in three primary areas:

-- First, Government-wide policies requiring the full cooperation of all agencies can be carried out more effectively through Federal Executive Board leadership. Examples include equal employment opportunities and summer youth programs.

-- Second, the Federal Executive Boards can serve the community in Community Chest Campaigns, blood donor drives, and other continuing and emergency community needs.

-- Finally, the Federal Executive Boards can help improve efficiency of operations, service to the public, sharing of space and equipment, and employee recognition.

The fifteen existing Federal Executive Boards have proven their worth; it is time to establish new Boards in the 10 cities named in your report.

Please convey to the Heads of Departments and Agencies and to Federal Executive Boards my support for this means of creating a more effective Federal Government, and of developing a new sense of partnership between the Federal Government and States and communities.

/s/ RICHARD NIXON

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 7, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Joint Financial Management Improvement Program

Here is a memorandum from the President indicating his support for improved financial management in the Federal Government.

I know that you and your associates have been working on this subject for years, but President Nixon has now asked us to give this our personal attention. He has given us the message when he said "The challenge is there. I call upon each Federal manager to accept it as a personal challenge. Demand better financial information and use it."

Recently the Office of Budget and Finance sent you a report on the Department's 1969 financial improvement activities and your plans for the future. Please review that report and gear your improvement activities to those plans.

This effort is required by law. It is desired by the President. Please give this matter your personal attention so that we can get the job done.

Clifford M. Hardin
Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

August 12, 1969

MEMORANDUM FOR THE HEADS OF
DEPARTMENTS AND AGENCIES

In charting the goals of this Administration, I have emphasized the need to improve the decision-making processes of the Federal Government. We must make our system for delivering program services more effective.

Therefore, I am giving full support to the Joint Financial Management Improvement Program, an indispensable project with a charter to sharpen some of the tools of management.

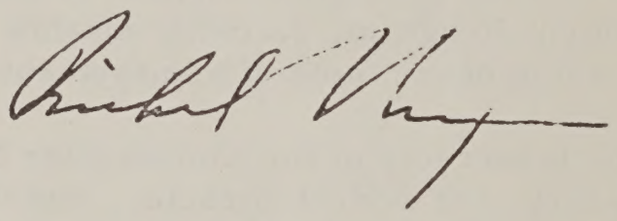
Under the leadership of the Comptroller General, the Secretary of the Treasury, the Budget Director, and the Chairman of the Civil Service Commission, the Joint Program has promoted many far-reaching improvements in the past. I want to see achievements in the future that will make management of Government operations more responsive and efficient.

To get full measure from the resources available to us, we must have all the necessary management information. We must have financial systems that illuminate every level and stage of decision-making: from the first-line supervisor to the President and the Congress, from the long-range forecast to the critical post-audit. Nothing less will let us go forward with programs that provide the most benefit for the taxpayer's dollar.

I have previously asked for a vigorous effort to convert to the accrual basis for stating budget revenues and expenditures. That high priority goal dovetails with the objective of developing effective financial system, including budgeting, accounting, reporting, and auditing.

I direct the head of each department and agency to join Comptroller General Elmer B. Staats, Secretary of the Treasury David M. Kennedy, Budget Director Robert P. Mayo, and Civil Service Chairman Robert E. Hampton, under the Joint Financial Management Improvement Program, to make the development of effective financial systems a high priority in strengthening administrative practices. Without this effort, our ability to cope with the needs of the 1970's will be seriously impaired.

The challenge is there. I call upon each Federal manager to accept it as a personal challenge. Demand better financial information and use it.



UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 16, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Equal Employment Opportunity

On August 8 President Nixon issued Executive Order 11478 entitled Equal Employment in the Federal Government.

Here is a copy of that Executive Order, a copy of the President's Memorandum to Heads of Departments and Agencies, and a copy of a report to the President from the Chairman of the Civil Service Commission on this subject.

Please furnish a copy of this Executive Order and these memoranda to each supervisor and management official in your agency and insure that adequate study and consideration are given them to assure that the intent of this program is carried out.

This Order requires that we establish and maintain an affirmative program of equal employment opportunity. This must be accomplished through each agency head and his supervisory and managerial officials. In my April 11 memorandum to you on this subject, I asked that you give personal attention to the affirmative action program of your agency. Please insure that an adequate program is developed for your agency, that is understood by your managers and supervisors, and that sufficient resources are devoted to the program to administer it in a positive and effective manner. To assure success in attaining the goals of this program, we must have the active help of every manager and supervisor within the Department.

I have designated the Assistant Secretary for Administration as the Director of Equal Employment Opportunity for the Department. He will be assisted by the Office of Personnel in providing leadership to our efforts to accomplish equal opportunity goals along with those of good, sound personnel management.

Clifford M. Hardin
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

November 12, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Secretary's Office Correspondence

We want to reemphasize the need for good appearance of all correspondence. Letters prepared for signature in the Secretary's Office should be neat and well balanced. Typing should be accurate, and typewriters and ribbons should be used that produce clear and sharp characters, with good impression.

Effective immediately, all letters prepared for Secretary Hardin's signature should use the following format in the complimentary close and title:

Sincerely,

CLIFFORD M. HARDIN
Secretary

These entries are to be flush with the left margin and the Secretary's name is to be located five spaces below the word "Sincerely." Use capitalization exactly as shown.

Nothing in this memorandum should be construed to mean there will be any basic change in the number of letters the Secretary will sign. Any agency which has a question with respect to whether a specific letter should be signed by the Secretary should call the Correspondence Review Officer on Extension 5744.

E. F. Behrens

E. F. Behrens
Executive Assistant
to the Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

November 17, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

USDA Safety Policy

President Nixon has issued a "Safety Policy for the Federal Government" (see reverse of this Memorandum). This policy calls for a "unified, dedicated and on-going program of accident elimination in government."

Accidents, whether resulting in personal injury or property damage, cause a shameful waste of human resources and taxpayer's dollars. Most accidents can be prevented; only a few are beyond the control of man. The Department of Agriculture has a responsibility to provide protection from unsafe conditions for its employees and for the public using Department facilities. We also have a responsibility to provide orientation in safety for Department employees.

I ask each of you, in the spirit of the President's statement, to devote your personal attention to developing and implementing a positive, action-oriented safety program in your Agency. I also ask you to stress the importance of this statement to your Agency Safety Officer.

A new USDA Safety Council will be established in the near future to further Department safety program goals. The Director of Personnel will continue to provide leadership and overall guidance in the Department's efforts in "developing and applying sound accident prevention principles and practices" as contained in the President's safety policy.

Clifford M. Hardin
Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

October 24, 1969

SAFETY POLICY FOR THE FEDERAL GOVERNMENT

The human suffering and economic waste caused by accidents are principal concerns of this Administration. Federal, civil and military personnel and the public must be protected; governmental programs must be efficiently run. These two goals can best be realized by a unified, dedicated and on-going program of accident elimination in government.

We are making progress in this area. In 1965 when Mission SAFETY-70 was begun, the disabling injury frequency rate was 7.7. The rate for 1968 was 6.9, a three percent improvement over the previous year and an overall 10.4 percent improvement. Through this effort an estimated $12,210,000 was saved and 16,200 disabling injuries were prevented.

There is still great progress to be made. Department or agency heads play a major role in the elimination of accidents. If a department or agency has an effective program in this area, it should be continued; if it does not have an adequate program, one should be developed; if the program needs the necessary resources to make it effective, resources should be provided. Everyone in a department or agency should know that a safety program is effective only to the degree that it is supported and participated in by employees.

In a united effort, the Federal government will work with labor unions representing government employees, with State and local governments and with appropriate safety organizations in developing and applying sound accident prevention principles and practices.

The Secretary of Labor is directed to advise me annually, and at such other times as he deems appropriate, of the actions taken and the progress made by each agency.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

November 28, 1969

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Appointment of Chief Hearing Examiner

Effective immediately Mr. Jack W. Bain is appointed as Chief Hearing Examiner, to succeed Mr. Benjamin M. Holstein who retired from that position effective October 31, 1969.

Clifford M. Hardin

Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 6, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Executive Boards

Last July the Bureau of the Budget and the Civil Service Commission completed a joint study of Federal Executive Boards. The study report contained a number of findings and recommendations. Included among these was that Federal Executive Boards have performed a valuable function and should be continued. The study also concluded that additional Boards should be established in ten metropolitan areas where there are significant concentrations of Federal activity.

In his August 13 memorandum to the Director, Bureau of the Budget (copy attached), the President concurred in the recommendations in the study report and asked that they be carried out.

The fifteen metropolitan areas where Federal Executive Boards have been in existence are:

Atlanta
Boston
Cleveland
Chicago
Dallas - Fort Worth
Denver
Honolulu
Kansas City
Los Angeles
Minneapolis - St. Paul
New York
Philadelphia
St. Louis
San Francisco
Seattle

The ten metropolitan areas where new Boards have been established are:

Albuquerque
Baltimore
Buffalo
Cincinnati
Detroit
Miami
Newark
New Orleans
Pittsburgh
Portland

I add my strong approval of and full support to the Federal Executive Boards. I expect all Department officials to support them and their activities. Please send a copy of this memorandum to the heads of your field offices and ask their positive and vigorous cooperation in this program.

I have designated the Assistant Secretary for Administration as the Department representative for Federal Executive Board matters. Please send him a copy of your communication to field officials. This should be done by not later than March 30, 1970.

Clifford M. Hardin

Secretary of Agriculture

Attachment

THE WHITE HOUSE
Washington

August 13, 1969

MEMORANDUM FOR

HONORABLE ROBERT P. MAYO
DIRECTOR, BUREAU OF THE BUDGET

I concur in the recommendations of the report on Federal Executive Boards submitted by you and the Chairman of the Civil Service Commission.

Act immediately to carry out those recommendations. Federal Executive Boards can be an effective means of implementing a wide range of Administration policy. They should give renewed emphasis to promoting cooperative action by Federal agencies in three primary areas:

-- First, Government-wide policies requiring the full cooperation of all agencies can be carried out more effectively through Federal Executive Board leadership. Examples include equal employment opportunities and summer youth programs.

-- Second, the Federal Executive Boards can serve the community in Community Chest Campaigns, blood donor drives, and other continuing and emergency community needs.

-- Finally, the Federal Executive Boards can help improve efficiency of operations, service to the public, sharing of space and equipment, and employee recognition.

The fifteen existing Federal Executive Boards have proven their worth; it is time to establish new Boards in the 10 cities named in your report.

Please convey to the Heads of Departments and Agencies and to Federal Executive Boards my support for this means of creating a more effective Federal Government, and of developing a new sense of partnership between the Federal Government and States and communities.

/s/ RICHARD NIXON

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

March 10, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

American Red Cross Month

President Nixon has designated March as American Red Cross Month (see reverse of this Memorandum). I am sure we all appreciate the valuable and worthwhile services provided by the Red Cross to more than five generations of Americans.

The services of the American Red Cross benefit each of us as individuals and all of us as a Nation. The Red Cross stands ready in time of disaster to provide emergency relief to individuals and rehabilitation to families. It provides vital services to the men and women of the Armed Forces, as well as to their families. The Red Cross blood donor program saves millions of American lives each year. In addition, Red Cross safety and first aid training programs have helped many of us.

The American Red Cross needs our support in many ways -- as individual volunteers in many of its service activities, as blood donors to help save the lives of our fellow citizens, and as contributors in its fund-raising drives. Although many Red Cross chapters participate in local Combined Federal Campaigns, some chapters raise their funds independently in March.

I ask that you send a copy of this Memorandum to each field office of your Agency, notifying them of President Nixon's designation of March as American Red Cross Month. I urge each employee to contribute to the Red Cross fund-raising drives in those areas where it is not a part of the Combined Federal Campaign. I urge all employees to support the activities of the Red Cross including service as volunteers and blood donors.

J. Phil Campbell
Acting Secretary

THE WHITE HOUSE

WASHINGTON

February 25, 1970

MEMORANDUM FOR

HEADS OF EXECUTIVE DEPARTMENTS AND AGENCIES

At a time when I have asked for increased voluntary action throughout the United States on the part of all as a means of uniting our people to effect changes and improvements that will benefit people everywhere, I ask your cooperation in informing Federal employees and members of the Armed Forces of the many ways in which they can support the American National Red Cross.

Although many American Red Cross chapters raise funds as members of local united funds and, therefore, participate in the Combined Federal Campaign held in the fall of the year, some chapters raise their funds independently in March. Federal employees and military personnel will want, I am confident, to support any such drives conducted in their localities.

Because of its extensive disaster relief programs and its services to the men and women of the Armed Forces in Vietnam and 29 other countries, the Red Cross this year will require $134,000,000 to carry on its programs.

I have designated March 1970 as Red Cross Month. As President of the United States and Honorary Chairman of the American Red Cross, I am asking all civilian employees of the Federal Government and the members of the Armed Forces to make a special effort during this period to lend full support to the many important activities of the Red Cross including its blood donor program. For Federal personnel, the month of March can have particular significance in terms of service which we can render our fellow man through wholehearted support of Red Cross activities.

I hope you will inform Federal employees and military personnel in your organization of my designation of March as Red Cross Month and urge their special support during this period including service as volunteers and blood donors.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

March 16, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Equal Employment Opportunity

Our employment statistics show a slight increase in both the number and percentage of full-time minority group employees for the period November 16, 1968, to November 15, 1969.

During that period, the number of minority group employees increased from 6,883 or 8.0 percent to 7,178 or 8.4 percent. Full-time Negro employment increased from 4,948 to 4,989 for an increase from 5.7 percent of total full-time employees as of November 16, 1968, to 5.8 percent as of November 15, 1969. This is shown in the attached chart.

In my memoranda to you of April 11, and October 16, 1969, I asked that you devote personal attention to the affirmative action program of your agency; that you insure that an adequate program was developed; that you make sure that the plan was understood by your managers and supervisors; and, that you devote sufficient resources to administer the program in a positive and effective manner.

In spite of these urgings, the most accurate data available indicates that you were not successful in achieving any substantial increase in minority group employment.

I stated in my April 11 memo that I expected the Department to be in the forefront of the Executive Branch in carrying out this program. I am determined that we will significantly improve our record in the Equal Employment Opportunity Program.

I do not question your commitment to the goals of the program, but I do ask that you initiate affirmative actions to translate your commitments into results - that is, increased opportunities for minority group people.

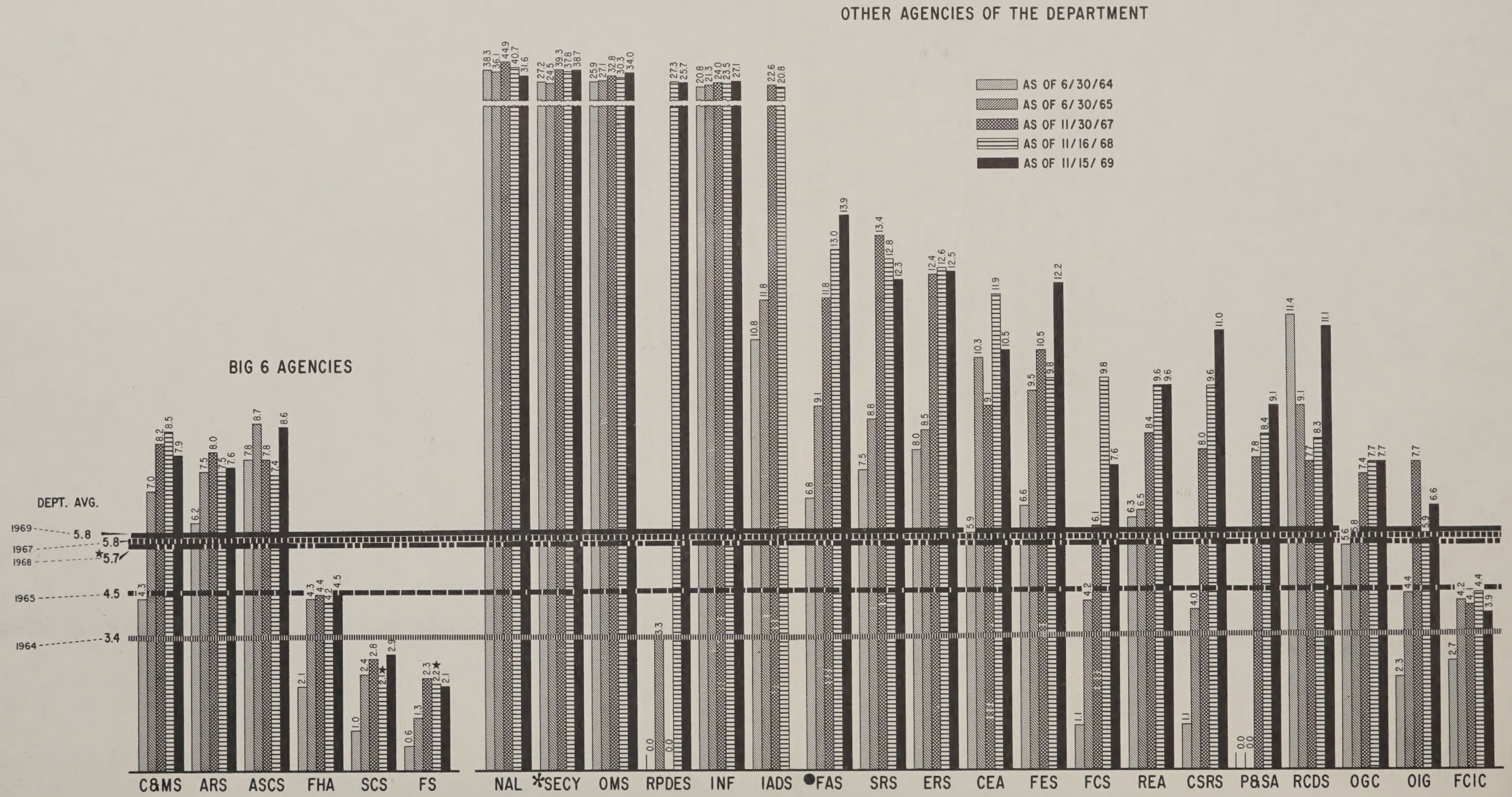
Employment statistics will be reported to me on a regular basis. I expect them to reflect your increased efforts to recruit and upgrade minority group employees.

Clifford M. Hardin

Secretary of Agriculture

Attachment

COMPARISON OF PERCENT OF NEGRO EMPLOYMENT TO TOTAL FULL TIME EMPLOYMENT BY AGENCIES JUNE 30, 1964; JUNE 30, 1965; NOV 30, 1967; NOV. 16, 1968 & NOV. 15, 1969



*INCLUDES IMMEDIATE OFFICE OF THE SECRETARY, OHE, B&F, OMI, OP, AND P&O

●INCLUDES FAS, EMS AND THE FORMER IADS.

★REVISED TO CORRECT ERROR. (DEPARTMENT AVERAGE PREVIOUSLY REPORTED AS 6.15)

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 1, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Secretary's Office Correspondence

On April 14, 1969, we advised the Heads of Agencies to use embossed letterheads for all letters prepared for signature in the Office of the Secretary. Effective immediately, embossed letterhead will be used only for letters prepared for Secretary Hardin's signature. The same weight and quality paper shall be used if the letter goes beyond one page.

Effective immediately, all other letters prepared for signature in the Office of the Secretary shall be typed on non-embossed printed blue Office of the Secretary letterhead. This stationery may be ordered from the Central Supply Section, Office of Plant and Operations, using stock numbers as follows:

53-L-1985 - printed blue Office of the Secretary Letterhead

53-L-1985-10 - bond for second pages (40 pound 50% rag)

53-L-1985-20 - printed blue Office of the Secretary Manifold

Any back orders for embossed stationery presently pending are being cancelled by the Central Supply Section. Agencies should reevaluate their needs for both embossed and printed letterhead, and submit new orders for both.

All other instructions in the memorandum of April 14, 1969, and the memorandum issued to Heads of Agencies on November 12, 1969, shall be followed.

E. F. Behrens

E. F. Behrens
Executive Assistant
to the Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

April 6, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Implementation of P. L. 91-190 and Executive Order No. 11514 and Development of an Environmental Quality Issue Paper

Public Law 91-190, the National Environmental Policy Act of 1969, and the implementing Presidential Executive Order No. 11514 on Protection and Enhancement of Environmental Quality, make extensive requirements of this and other Departments of the Federal government to provide leadership in protecting and enhancing the quality of the Nation's environment to sustain and enrich human life. Among other things, the Department of Agriculture is required to:

1. Monitor, evaluate, and control on a continuing basis its activities so as to protect and enhance the quality of the environment.

2. Develop procedures to ensure the fullest practicable provision of timely public information and understanding of Federal plans and programs with environmental impact in order to obtain the views of interested parties.

3. Review its statutory authority, administrative regulations, policies, and procedures, including those relating to loans, grants, contracts, leases, licenses, or permits, in order to identify any deficiencies or inconsistencies therein which prohibit or limit full compliance with the provisions of P. L. 91-190.

4. Include in every recommendation or report on proposals for legislation and other major Federal actions significantly affecting the quality of the human environment, a detailed statement on --

   a. the environmental impact of the proposed action,

   b. any adverse environmental effects which cannot be avoided should the proposal be implemented,

   c. alternatives to the proposed action,

d. the relationship between local short-term uses of man's environment and the maintenance and enhancement of long-term productivity, and

e. any irreversible and irretrievable commitments of resources which would be involved in the proposed action should it be implemented.

I am requesting Dr. T. C. Byerly and the Environmental Quality Executive Committee to lead the necessary Departmental review and recommend any needed adjustments and actions to ensure that USDA programs and activities meet the requirements of P. L. 91-190 and Executive Order No. 11514. In view of these requirements and the rising public concern over the quality of the environment, I am also asking the Environmental Quality Executive Committee to conduct a comprehensive evaluation of the Department's policies, programs, and activities to identify and evaluate the alternatives open to the Department. The findings and recommendations of this evaluation are to be reported in an Environmental Quality Issue Paper. Since many USDA programs affect the quality of the environment, it is imperative that we re-think and re-assess the special role of the Department.

A charter for action within USDA for conducting the studies and developing the recommendations is attached. The necessary studies required by this memorandum shall be conducted to meet any interim government-wide deadlines and to enable the Environmental Quality Executive Committee to submit its final report and recommendations to my office by June 30, 1970.

Clifford M. Hardin

Secretary of Agriculture

Attachment

CHARTER FOR ACTIONS TO ENSURE THAT USDA PROGRAMS AND ACTIVITIES MEET THE REQUIREMENTS OF P.L. 91-190 AND EXECUTIVE ORDER NO. 11514

and

OBTAIN INFORMATION FOR AN ENVIRONMENTAL QUALITY ISSUE PAPER

1. Heads of member agencies of the Environmental Quality Executive Committee are requested to inform Dr. T. C. Byerly of the name of a Team Leader for their agencies by April 3, 1970. Mr. John McGuire, FS, and Mr. Robert Lunt, PEPS, of the Environmental Quality Executive Committee will be Chairman and Vice Chairman, respectively, of the Team Leader Group. The Team Leader Group will receive general instructions and guidelines from the Chairman and Vice Chairman.

2. Each Team Leader will work with, and be responsible to, the Executive Committee member from his agency. Agency Heads will support their Team Leaders with assistance as needed for studies and recommendations within their agencies. All agencies not represented by a Team Leader will cooperate with and assist the Team Leader Group as needed.

3. The Team Leaders as a group will be responsible for:

   a. Department-level studies and recommendations to ensure that USDA programs and activities meet the requirements of P.L. 91-190 and Executive Order No. 11514.

   b. Recommendations regarding administrative regulations, Secretary's Memorandums and any other procedural, guideline or policy-setting documents.

   c. Conducting a comprehensive evaluation of USDA policies and programs, including:

      (1) Specifying the criteria relevant to the most serious national environmental quality problems.

      (2) Developing procedures in which to identify those USDA programs which contribute in a significant way to those problems.

      (3) Identifying and evaluating the alternatives open to the Department.

4. Agency Team Leaders will be responsible for:

   a. Developing recommendations regarding agency directives and other procedural or guideline documents.

   b. Studying and developing alternative proposals for modifying existing legislative authority and new legislation.

5. Department-level recommendations will take into account the programs of the several agencies and will be such that they relate to a framework within which all USDA agencies can function. They will include an itemization of recommendations relating to needed adjustment in existing legislation, new legislation or Executive Orders. Agency-level recommendations will be in consonance with, and no less stringet than, the requirements involved in implementing Department-level recommendations.

6. The organizational structure for accomplishing the tasks described in paragraphs 1-5 above is shown on the attached sheet.

Attachment

Attachment

A USDA Organizational Structure for Studies and Recommendations for Implementing The Environmental Policy Act of 1969, P.L. 91-190, and the Associated Executive Order No. 11514

and

for developing an Environmental Quality Issue Paper

ENVIRONMENTAL QUALITY EXECUTIVE COMMITTEE

Chairman T. C. Byerly _____ Vice Chairman Alfred L. Edwards

Executive Director D. J. Ward

Member Agencies

ARS	T. W. Edminster	
ASCS	S. G. Lodwick	
C&MS	H. M. Steinmetz	
CSRS	T. S. Ronningen	
ERS	L. E. Juers	
FES	H. G. Geyer	
FHA	Joseph Haspray	
FNS	M. M. Sandstrom	
FS	J. R. McGuire, Chairman of Team Leaders	
REA	D. H. Askegaard	
SCS	L. E. Partain	

Team Leaders

To be designated by the Agency Heads

Other Agencies

INF	J. J. Crowley
OGC	C. T. Coffman
PEPS	Robert Lunt, Vice Chairman of Team Leaders
P&O	T. Baldauf
S&ES	S. C. King

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 17, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

The Federal Economy Act of 1970

On February 26, President Nixon sent a message to the Congress proposing the reduction, termination or restructuring of several Government programs which are of low priority or in need of revision. These items were reflected in his 1971 budget. Some of them require enactment of legislation. This legislation has been introduced as "The Federal Economy Act of 1970."

The President has asked that we give these proposed economies our enthusiastic support. His memorandum, dated March 19, 1970, is reproduced on the reverse side of this memorandum.

I support the President in this effort and each Agency Head should see that his instructions are carried out fully.

Clifford M. Hardin
Secretary of Agriculture

THE WHITE HOUSE

WASHINGTON

March 19, 1970

MEMORANDUM FOR THE HEADS OF

EXECUTIVE DEPARTMENTS AND AGENCIES

On February 26th I sent to the Congress the Federal Economy Act of 1970. It embodies a number of the savings implicit in the Administration's 1971 budget.

Please take all necessary steps to insure the enthusiastic support of your personnel for these economies. In contacts with the public and media, the representatives of your agency or Department should not in any way appear to soften this Administration's commitment to the achievement of these savings.

I ask that you please assume full responsibility for the conduct of your people in this regard.

Richard Nixon

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 27, 1970

USDA STATE DEFENSE EXERCISE MEMORANDUM NO. 3

Evaluation of Communications Exercise

1 PURPOSE

The purpose of this memorandum is to summarize and evaluate the results of the recent communications exercise which was conducted in accordance with USDA State Defense Policy Memorandum No. 49, Supplement 8.

2 ATTACHMENTS

A. Attachment 1 gives results of the communications alert and evaluates the entire exercise. Emphasis is placed on follow-up actions which should be taken by USDA State and County Defense Boards.

B. Attachment 2 is the National Statistical Summary of the communications exercise.

3 ACTION

A. The USDA State Defense Boards should take the State level actions and direct the USDA County Defense Boards to take actions needed at the county level as indicated in Part 3 of Attachment 1.

B. The State Boards should pass on to the County Boards such information on results of the exercise which would be helpful to them.

4 RETENTION

This memorandum and the attachments should be retained until the actions recommended in Attachment 1 have been taken.

John P. Orcutt
Assistant to the Secretary

Attachments

Communications Categories	Available to SDBs			Of the SDBs answering "yes", the uses that could be made of each communications medium are as follows:			
	No (No.	Yes of States)	No Reply	Within State (A State could make entries under more than one heading)	Adjacent States	To national headquarters	No Reply
B Teletypewriters, e.g.							
1 Western Union (commercial)	10	36	5	5	20	23	5
2 ARS Teletype	3	48	-	-	35	37	11
3 TWX	32	11	8	2	7	6	2
4 US Military (Army, Navy or Air Force telegraph offices at posts, camps or stations)	34	7	10	2	3	4	1
5 Other	43	8	-	-	-	-	-

4 The communications categories available, as indicated by the "yes" column in item "3" above, were evaluated to determine whether they provide adequate communications capability. The results follow:

	Adequate	Inadequate	No Reply
	(Number of States)		
A Within the State?	45	5	1
B Between the State and other States?	49	1	1
C Between the State and national headquarters?	49	1	1

5 The State Boards were asked to take into account the communications gaps revealed by items "3" and "4" above and list other types of communications which they should attempt to obtain the use of. Results are as follows:

	No. of States
No communications gaps	22
No reply	13
Two-way radio compatible with State Civil Defense network	6
Transceiver tied in with Civil Defense radio network	2
Other (such as Forest Service radio, news wire service, etc.)	8

6 A Number of States where the office and residential telephones of each State Board member have been placed on the essential service list of the telephone company. yes 36 no 15

B Of the 15 State Boards where some Board members have not been placed on essential line service, the following situation exists.

	No. of States
New Board members to be added to "esential list"	4
Arrangements made to correct "essential list"	3
Telephone company can't provide this service	3
GSA is to reconfirm "essential list"	1
Some Board members are on "party lines"	1
No problems	3

7 A Personnel have been designated to assist the State Board in processing and controlling emergency messages for 49 of the 51 Boards.

B Designated personnel are prepared to carry out duties outlined in SDH Pars. 434A, B and C for 47 of the 49 Boards.

C To remedy the deficiencies shown in "A" and "B" above, the applicable Boards are in the process of selecting and/or training personnel to carry out the required duties.

8 County Board Alert.

A In 2358 of the County Defense Boards (82% of all County Boards), all members were alerted during the two hour period after receipt of the alerting message.

B In 137 County Defense Boards (4.8% of all County Boards), failure to contact members within the two hour period after receipt of the alerting message would have impaired the ability of the Boards to function.

C In 68 County Defense Boards (2.4% of all County Boards), inability of alerted members or successors to participate in Board activities would have impaired the ability of the Boards to function.

9 A States in which County Boards would like to be able to use additional communications media. (In some States, County Boards would like to use more than one additional medium.)

	No. of States
Two-way radio	20
Commercial radio	16
RACES	16
Local police and fire department radio	15
Sheriff's office radio network	15
State Police radio	14
Ham radio operators	13

	No. of States
Short-wave radio - amateur and citizen's band	13
Public utility company radio	13
State and County Civil Defense network	12
State highway maintenance radio network	8
Other (such as Forest Service radio network)	19

B Communications media identified in "9A" (in addition to those already mentioned) would meet County Board needs in 41 States. Ten States did not respond or were divided in response.

10 A A total of 2384 County Boards (82.8%) have arrangements for processing and controlling emergency messages.

B For the number which do not have such arrangements, all State Boards except one are providing or are about to provide guidance in selecting and/or training appropriate personnel.

11 The State Defense Boards were asked to indicate any problems relating to communications requiring help from the national level. The replies are as follows.

	No. of States
No problems	22
Furnish transistor radio to each CDB	6
Furnish two-way radios to CDBs	5
Expand Forest Service communications network	4
Need periodic exercise in communications	2
Need more guidance on alerting procedures	1
Need standard form for logging messages included as a CDH exhibit	1
Need to involve Civil Defense and State Police in communications exercises	1
Other	3
No reply	6

RESULTS OF COMMUNICATIONS ALERT AND EVALUATION OF EXERCISE

1 RESULTS OF COMMUNICATIONS ALERT

A Between National and State Levels.

1 October 17. USDA national headquarters sent an exercise alerting message via the Advanced Records System (ARS) teletype to the State Defense Board Chairmen in the 48 contiguous States on October 17, 1969. All State Board Chairmen received the notice and proceeded to alert both State Board members and County Board Chairmen. Special arrangements were made to alert the Board Chairmen in Alaska, Hawaii and Puerto Rico-Virgin Islands by mail.

2 November 18. Each State Board Chairman in the 48 contiguous States was asked to summarize the results of the alert at the State level and to arrange for this summary to be sent via the ARS teletype from the ESO to the USDA National Relocation Site (Repoint) on November 18, 1969. A teletype message was received from all States, although three States sent it to the USDA Wire Room in Washington, D. C., rather than to Repoint. In two cases, where the ESOs were located apart from the State ASCS Offices, the message was received from the State Office rather than from the ESO. (This resulted, in one of these cases, from illness of the ESO teletype operator.) Two Boards encountered some equipment trouble. Alaska, Hawaii and Puerto Rico-Virgin Islands replied by mail.

B Alerting State Board Members.

The tabulation below shows the approximate time required on October 17, 1969, after receipt of the alerting message from USDA national headquarters, to contact members of the Boards in the 50 States and Puerto Rico-Virgin Islands.

All members or a successor contacted within 1 hr.	-20 Boards
All members or a successor contacted within 1 to 2 hrs.	-15 Boards
All members or a successor contacted within 2 to 3 hrs.	- 2 Boards
All but one member or successor contacted within 3 hrs.	-10 Boards
All but two members or successors contacted within 3 hrs.	- 4 Boards
TOTAL	- 51 Boards

Figuring eight members per Defense Board, there are 408 members on these 51 Boards. All but 18 members or successors were contacted on October 17, 1969, within three hours of receipt of the alert notice instructions. The telephone was used predominantly to carry out the alerting.

C Between State and County Levels. The average time required to alert all offices of County Board Chairmen was one hour and 17 minutes. Again the telephone was used predominantly for this purpose.

D At County Level. All members or successors of about 82% of the 2876 County Boards were alerted within the two hour period after receipt of the alerting message. It was estimated that the operations of 4.8% of all County Boards would have been impaired by the failure to contact the members on time.

2 EVALUATION OF COMMUNICATIONS EXERCISE EMPHASIZING ACTIONS TO BE TAKEN

A State and County. Although results of the alerting phase of the communications exercise were generally satisfactory, it is obvious that some problems in reaching key people did occur and that more problems would very likely occur under emergency conditions. The self-evaluation by State Boards indicated that more difficulties would occur in communications within the States than between the States and between the State level and national headquarters (where ARS teletype is available).

1 Use of Existing Radio Transmission Facilities by State Boards. For the most part, communications within the State during the exercise were by telephone. Many of the State Boards noted, however, that some other types of communications are available to them. For example, commercial radio transmission facilities are available to 31 of the State Boards, Federal civilian agency radio transmission facilities are available to 39 of the Boards, and State agency radio transmission facilities are available to 44 of the Boards. Amateur radio facilities are available to 36 of the State Boards. The exercise results also indicated that existing radio facilities would be more useful in communicating within States than in communicating with another State or with national headquarters. A greater effort should be made by the State Boards to arrange for emergency utilization, without cost, of these existing radio transmission facilities. This would augment communications media otherwise available for use within the State.

2 Essential Line Service. At the State level 15 of the Boards said that some Board members had not been placed on essential line service for home or office phones. Of this number, three said that telephone companies cannot provide the service.

Part of this problem may be due to confusion of terms. "Essential line service" means that a person is given the opportunity to make outgoing calls even during a defense emergency. Some may believe that essential line service means only the priority

that can be arranged by the use of special equipment, sometimes referred to as "line load control". Actually this priority can be arranged by a telephone operator who does not have "line load control" equipment. It is necessary to eliminate any misunderstandings on this point at the county as well as State level. If no misunderstanding exists and essential line service still cannot be provided, the State Board Chairman should inform USDA national headquarters.

3 Message Control. It is gratifying to note that so many State and County Boards have well developed message control arrangements. Those which do not have such arrangements should continue their efforts to establish them in accordance with guidance in SDH Par. 434 and CDH Par. 328. One aspect of message control is to check conformity of the message with established policy. Few teletype messages received at Repoint on November 18, 1969, were fully in accord with instructions in Par. 25 and Exhibit 9 of ASCS Handbook 7-AS on "Field Communications". Training exercises are to have the words "Exercise Only - Not for Action or Publication" at the beginning and ending of all exercise wires. This warning was missing on 34 of the messages received at Repoint. There were 35 messages which gave the name of the sending State in addition to or instead of the Routing Indicator (RI).

B National Headquarters. Some of the State Boards suggested that certain communications actions be taken at national headquarters. Following are comments on these suggestions.

1 Suggestions Relating to Radio Transmission. It was suggested by some that two-way radios be provided and that the communications capability of the Forest Service be expanded.

The two-way radio with low-enough power so that it does not require licensing by the Inter-Department Radio Advisory Committee is fine at a distance up to one-half mile, but since this would have only local utility it is difficult to justify. More powerful two-way radios suitable for greater distances not only would require licensing but would be prohibitive in cost.

The Forest Service has radio transmission capability within each National Forest and can be expected to make these facilities available on a priority basis wherever they would be helpful in an emergency. Generally, these facilities are spotty, however, just as National Forest areas are spotted within some States and occur not at all in other States. Such facilities would have to be greatly expanded if they were to be helpful on a broader scale. Such expansion would involve substantial expense as well as licensing and, therefore, could not be justified on a standby basis.

It appears that any wide scale radio capability established or expanded by USDA for defense programs would be expensive and difficult to justify on a standby basis. The policy of USDA on radio transmission for defense has been to tie into existing facilities, where possible, and where this does not involve the assignment of frequencies and added cost. No other policy on radio transmission appears feasible at this time.

2 Other Suggestions. More study is required to determine the disposition of other suggestions aimed at the national level. These suggestions are summarized in item 11 of Attachment 2 and include such subjects as providing each County Board with a transistor radio; holding periodic communications exercises, including some carried out in cooperation with Civil Defense, the police, or others whose facilities might be shared with USDA; providing additional guidance on alerting procedures and message control forms.

3 SUMMARY OF ACTIONS TO BE TAKEN BY USDA STATE AND COUNTY DEFENSE BOARDS BASED ON RESULTS OF COMMUNICATIONS EXERCISE

A USDA State Defense Boards should make a greater effort to arrange for existing radio transmission facilities (controlled by other Federal and State agencies, commercial interests and amateurs) to be made available without cost, augmenting other communications media.

B Both USDA State and County Defense Boards should make sure that "essential line service" (priority to make outgoing calls in an emergency) is not denied because of misunderstandings. Essential line service can be provided by telephone operators and does not necessarily depend on special "line load control" equipment. Notify USDA national headquarters of any problems which persist at either State or county levels.

C Both USDA State and County Defense Boards should make sure that arrangements for message control are made at State and county levels in accordance with SDH Par. 434 and CDH Par. 328.

D USDA State Defense Boards should continue to examine and update communications capability at the State level and give guidance to County Boards in this regard.

Attachment 2

USDA STATE DEFENSE BOARD EMERGENCY COMMUNICATIONS CAPABILITY

NOTE: Results are based on information reported by USDA State and County Defense Boards and compiled and submitted by State Boards following the communications exercise conducted during the fourth quarter of 1969.

1 Results of alerting State Board members or successors (following receipt of the alerting message from national headquarters).

A See narrative statement, Attachment 1 (1B).

B Following are the agencies where neither the Board member nor his successor could be reached within the three hour period after the alerting message was received: CES in 5 States; ARS 4; C&MS 4; FHA 3; SCS 1; and SRS 1. (In 37 States all members or successors were reached.)

C Communications media used in alerting Board members or successors included:

	No. of States
Telephone (commercial and FTS)	49
Messenger	2

D Following are the agencies where the member or his successor contacted could not have participated in Board activity if this were an emergency: FHA in 2 States; SRS 2; ARS 1; CES 1; FS 1; and SCS 1. (In 44 States all members or successors who were actually contacted could have participated.)

E Other problems in alerting State Board members were encountered in 7 States.

2 Results of alerting offices of County Board Chairmen.

A See narrative statement, Attachment 1 (1C).

B Predominant communications media used in alerting offices of County Board Chairmen in the various States were:

	No. of States
Telephone (commercial and FTS)	49
Other (such as messenger or police radio)	2

C Predominant media which would have been used to alert County Board Chairmen if the alert had come during non-office hours included:

	No. of States
Telephone (commercial and FTS)	36
State Civil Defense and Highway Department	7
State Police radio	3
Other (such as RACES, etc.)	5

3 Following are the communications available to USDA State Defense Boards in addition to mail and commercial or GSA-provided telephone service (SDH Pars. 434D and 435) and the use that can be made of these communications.

Communications Categories	Available to SDBs			Of the SDBs answering "yes", the uses that could be made of each communications medium are as follows:			
	No (No.	Yes of States)	No Reply	Within State	Adjacent States	To national headquarters	No Reply
				(A State could make entries under more than one heading)			
A Radio Transmission, e.g.							
1 Commercial (radio stations)	19	31	1	21	4	3	3
2 Federal Government - Civil (US Park Service, US Forest Service, US Civil Aeronautics Authority, Coast Guard, US Weather Bureau, Civil Defense)	11	39	1	24	11	6	4
3 Federal Government - Military (US Army Navy or Air Force posts, camps or stations)	40	8	3	5	3	1	-
4 State Government (State Police, State Highway Department, National Guard, Civil Defense)	7	44	-	27	13	9	4
5 Amateur (Radio Amateur Civil Emergency System "RACES")	13	36	2	16	6	5	9
6 Other	43	8	-	-	-	-	-

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

April 28, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Federal Summer Employment Program for Youth

President Nixon has asked for the Department and Agency Heads to assist him in the summer employment of needy youth.

The Department will again take an active role in this Summer Employment Program for Youth. In past years, we have always exceeded our goal. In 1969 we pledged 2,112 jobs, and hired 2,904 needy young people. I am looking forward to the same enthusiastic response you showed last year.

I am asking each of you to continue the leadership that has made this program successful. Let us assure these young people a full opportunity:

- to see the benefits of further training and education;

- to gain experience that will make them more employable for the future;

- to give them the financial means to return to their education.

Make a special effort to place these young Americans in the jobs that are meaningful. Then give them the best supervision and on-the-job training available.

We have been asked to provide summer jobs for needy youth at the rate of about one job for every forty regular employees. The jobs are to be given to young people ages 16 through 21 who need them the most because of economical or educational disadvantages.

Based on the above formula, the Department's goal is 2,127 jobs. This goal can be exceeded only through your support.

The Director of Personnel will assist you in every way possible. He will notify you soon on the hiring quota for your Agency. Individuals appointed under this program are exempt from ceilings.

Clifford M. Hardin
Secretary of Agriculture

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 8, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Study of Consumer - Related Programs

A joint White House - BOB Study in progress will require an inventory to be taken by about 30 government departments and agencies of their consumer-related activities. The Bureau of the Budget's "Enclosure 1," attached, provides the definitions to be used for the purposes of the Study.

While somewhat similar inventories of consumer-related programs have been compiled in the past, they are considered by the Bureau of the Budget either to be outdated or not designed to serve the present analytical effort.

USDA agencies having programs meeting the definitions in "Enclosure 1" should make their responses by June 24. These responses should be submitted to Irvin L. Rice, Director, Planning and Evaluation Staff, C&MS. If you have any questions regarding this inventory, Mr. Rice will be pleased to assist you.

USDA agencies which have no programs meeting the definitions in "Enclosure 1" should so inform Mr. Rice by June 12.

Richard Lyng

Richard Lyng
Assistant Secretary

Attachment

Inventory of Federal Consumer Activities

General

Each responding agency is asked to identify its consumer related activities (item 1 below) and provide certain basic information about each (items 2, 3, 4 and 5 below).

Definitions

Consumer - for the purpose of this inventory is defined as the ultimate user of goods or services which are obtained for personal, family or household purposes in exchange for something of value. "Consumer", for purposes of this inventory, does not include the recipient or beneficiary of financial assistance, goods or services furnished by the Federal Government.

Consumer-related - for this purpose includes activities which are aimed at benefiting consumers in accordance with enabling legislation or executive regulation by providing the consumer with information, protection, education or representation in the market place or in regulating the relationship between the consumer and the supplier of goods and services. It may also include those activities which, while not by law or regulation primarily aimed at benefiting consumers, have developed a secondary objective of directly benefiting consumers (e.g., efforts to make federal procurement specifications useful to private consumers).

The term "consumer-related" as used here is not intended to extend to Government programs which directly provide financial assistance, goods

or services to individuals (e.g., food distribution, income maintenance, medical services to veterans, operation of national parks, construction of public roads, weather information, etc.)

Activity - as used in this inventory means any significant continuing consumer-related effort identifiable in terms of its legal authority, purpose and objectives, administering office, and funding. Where appropriate, the activity may correspond with the agency's Federal domestic assistance program structure and the applicable appropriation account identification code. The term "activity" in lieu of the term "program" has been used here since "program" may have a restricted and defined usage within some agencies. "Activity" has been used as a generic term in order to permit flexibility by the responding agency. "Activity" is not intended to mean a sub-component of a program.

Inventory

1. Identification of activities

Separately identify each consumer-related activity of your agency using definitions stated above.

2. Objectives of the activity

For each activity identified in 1 above:

a. Supply a brief narrative statement describing the activity, its objectives and how it benefits consumers.

b. To the extent the activity can be measured quantitatively, provide a summary of applicable work-load data for the past year (e.g., cases processed, shipments inspected). If not readily available - please estimate.

c. Specify any consumer groups particularly benefited by the activity (e.g., the aged, low-income, users of travel facilities, etc.).

3. Resources Committed

For each activity identified in 1 above indicate:

a. Anticipated total expenditures for salary and expenses for fiscal year 1970.

b. Anticipated expenditures for other purposes for fiscal year 1970 (e.g., grants, research contracts, reimbursements to other appropriations for supporting services).

c. Manpower currently assigned.

4. Authority and implementing regulations

For each activity identified in 1 above, supply:

a. Brief description of legislative authorization and statutory citation.

b. Citation of regulations published in the Code of Federal Regulations or the Federal Register.

5. Organizational arrangements and relationships

For each activity identified in 1 above, supply

a. Name of unit of organization within the agency to which primary authority and responsibility for the activity is assigned (may be an administration or service, a bureau, or a unit within such organizations).

b. A description of any field structure to which implementing responsibilities are assigned (e.g., location of field offices and role of each).

c. Directly related activities assigned elsewhere in the agency (e.g., research in support of the listed activity -- do not cite central administrative staffs).

d. Related activities assigned in other Federal agencies and describe briefly the program relationships.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 12, 1970

MEMORANDUM TO ALL EMPLOYEES

National Farm Safety Week, 1970

President Nixon has designated the week of July 19, 1970, as National Farm Safety Week (see reverse of this memorandum). Recent statistics show that the number of accidental deaths in agriculture is second only to that of the construction industry. This is a tragic record.

President Nixon has asked "all farm families, and every person and group allied with agriculture, to make every effort permanently to reduce the number of accidents which occur at work, in homes, at recreation, and on the roadways."

We owe it to ourselves to work and live safely. And, as employees of the Department of Agriculture, each of us has an obligation to carry the message of accident prevention and safety to others, particularly to those in the rural community, with whom we are associated in our daily work.

I urge you to work toward the goals of National Farm Safety Week throughout the year.

Clifford M. Hardin
Secretary of Agriculture

Presidential Documents

Title 3—THE PRESIDENT

Proclamation 3970

NATIONAL FARM SAFETY WEEK, 1970

By the President of the United States of America

A Proclamation

The efficiency of American agriculture and the quality of life for agricultural workers is threatened today by the continued high rate of farm accidents. Many thousands of farm residents lose their lives or are seriously injured in accidents every year. Both the human and the financial costs of these accidents are intolerable.

A quarter century of experience in organizing for rural safety has shown that most farm accidents could be prevented through sensible practices and protective devices. Safety information and mechanical safeguards are readily available and their consistent use should be actively encouraged.

NOW, THEREFORE, I, RICHARD NIXON, President of the United States of America, do hereby designate the week of July 19, 1970 as National Farm Safety Week. I urge all farm families, and every person and group allied with agriculture, to make every effort permanently to reduce the number of accidents which occur at work, in homes, at recreation, and on the roadways.

IN WITNESS WHEREOF, I have hereunto set my hand this tenth day of March, in the year of our Lord nineteen hundred seventy, and of the Independence of the United States of America the one hundred ninety-fourth.

Richard Nixon

[F.R. Doc. 70-3053; Filed,Mar. 10, 1970; 12:35 p.m.]

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 16, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES AND OFFICES

Presidential Management Improvement Awards

Presidential recognition is one element of the formal Governmentwide Management Improvement Program. This program is intended to carry out President Nixon's interest in increased effectiveness and efficiency of Government operations.

Fifteen Presidential Management Improvement Awards will be granted at a ceremony in September 1970. Criteria for the award follows:

Achievements having the most outstanding impact during FY 1970 on:

a. Increased effectiveness in a vital function of Government (including improved service to the public).

b. Cost reduction.

Further details are covered in BoB Bulletin No. 70-14, dated June 4, 1970.

Please give your personal attention to the selection of an outstanding candidate worthy of Presidential recognition. Only one nomination per agency or office may be submitted.

In order to meet the July 20 due date, it will be necessary to request that nominations be submitted to the Director of Personnel by June 30, 1970. Please use the attached format and transmit nominations through the appropriate Assistant Secretary or Director.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

UNITED STATES DEPARTMENT OF AGRICULTURE

ONE PAGE SUMMARY FOR NOMINATION FOR PRESIDENTIAL MANAGEMENT IMPROVEMENT AWARD

Agency :

Name of Nominee:
(or Unit)

Position
Title & Grade :

Organization :

Headquarters :

Brief Summary
of Achievement : (Please use layman language; avoid technical terms in describing achievement and benefits).

(Attach additional sheets as needed for amplification).

Brief Summary
of Benefits : (Attach additional sheets as needed for amplification).

Any Agency
Award Granted
for this
Achievement : (Describe type of award, date granted, amount of cash, if any).

NOTE: For individual nominees, include in the attached statements any readily available biographical material--home address, date and place of birth, community activities, education, employment history highlights, etc.

Submit original and seven copies of all material, and one 5 x 7 glossy photograph.

Each nomination should be bound in a folder.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

June 17, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Use of Telephone Numbers and Contact References
in Departmental Correspondence

In order to expedite the processing of, and responses to, letters written in the Department, the following procedures will be instituted immediately.

1. WRITER'S TELEPHONE EXTENSION ON FILE COPIES. Type the writer's telephone extension on file copies of all letters requiring signature or clearance by persons outside the writer's normal work unit. Show this in the "Identification of Office, Writer and Typist," as follows:

NMRW:RJMann:pd:ext 2493:2-19-70

On rewrites, type:

NMRW:RJMann:pd:ext 2493:2-19-70
Rewritten:NMR:ISSmith:ap:ext 2493:2-20-70

This procedure is mandatory for all letters prepared for signature in Washington, D. C. Agencies may determine its application to their field offices. Its purpose is to make it easy for signing, clearing, or other reviewing officials to call the writer of a letter for information or clarification without having to resort to a telephone directory.

2. CONTACT REFERENCES IN TEXT OF LETTERS. Whenever appropriate, include in letters to the public, as well as other Governmental units and our own offices, the name and address or telephone number of the person the addressee may contact for more information.

These procedures will be incorporated in the Department's Supplement to the U.S. Government Correspondence Manual.

J. Phil Campbell

J. Phil Campbell
Under Secretary

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

June 23, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Coordination of Federal Grants in D. C. Through the Office of the Mayor-Commissioner

A meeting was held earlier this year where Mayor Washington and his staff described "overlapping, fragmented and wasteful deployment" of city and Federal services and programs for the District of Columbia.

As a result of this meeting and in view of the President's recent national objective to eliminate overlapping and competing grant activity by Federal agencies, it was agreed that efforts would be made to improve coordination of grant activities involving the District of Columbia.

In view of this expressed need, the Mayor issued Executive Order No. 142 which created nine standard service areas within the District to effect coordination of operations and planning and to provide more prompt and effective identification of community needs. In order for this effort to succeed, it is necessary for all new and continuing Federal grants going into D. C. to be coordinated within the Mayor's office.

Mr. Dwight A. Ink, Assistant Director for Executive Management, Bureau of the Budget, has asked that each Under Secretary give notice to the heads of all agencies within his department of this need. He urged "that all grants being contemplated for activation inside the District of Columbia be forwarded to the Mayor's office for review and comment prior to actual award." To cooperate in this undertaking, all grants being contemplated under programs specified in B&F Memorandum No. 644, dated December 19, 1969, should be submitted to the Mayor's office through the Assistant Secretary for Rural Development and Conservation.

This memorandum is being circulated to all agencies for information and action as appropriate. Attached is a copy of Mayor Washington's Executive Order No. 142, dated April 20, 1970.

J. Phil Campbell

J. Phil Campbell
Under Secretary

Attachment

Order of the Commissioner No. 70-142

GOVERNMENT OF THE DISTRICT OF COLUMBIA
EXECUTIVE OFFICE
WASHINGTON, D. C.

April 20, 1970

Subject: Service Area System

By virtue of the authority vested in me by Reorganization Plan No. 3 of 1967, IT IS HEREBY ORDERED THAT:

1. District Service Areas are established as shown on the attached map of the District of Columbia, which is incorporated herein by reference. These Service Areas shall be adhered to in planning and delivery of services provided at the neighborhood level by those District departments, agencies and offices providing services at that level, as designated by the Mayor-Commissioner.

2. A Service Area Committee shall be established in each service area. The function of each SAC is to assist the Mayor-Commissioner and departments, agencies and offices in improving service delivery through increased inter-agency information exchange, in improving coordination of operations and planning and in providing more prompt and effective identification of a response to community needs. This Order does not convey to SACs any operational authority beyond that presently held by individual agency representatives.

3. The Mayor-Commissioner will designate the departments, agencies and offices which are to provide a representative on each SAC, and the head of each department, agency and office so designated shall select a representative to serve thereon. The Mayor-Commissioner will designate the Chairman of each SAC. In the Service Area including the Model Neighborhood, the Associate Director for Model Cities, Office of Community Services, will chair the SAC which will provide ongoing support of planning and operations in connection with the Model Cities Program.

4. Each SAC shall review proposals--as referred by the Mayor-Commissioner or Department heads through the Office of Community Services--for new projects or for renewal of existing projects to be operated by any District department, agency or office or combination thereof within the Service Areas and shall make recommendations concerning any additions, changes, etc. which would improve the project's service delivery in the Service Area.

5. Each SAC shall include the insights and suggestions of residents of the Service Area in its reports.

6. The SACs shall also report from time to time to the Mayor-Commissioner on:

a. Service Area needs and operating problems identified.

b. Actions taken.

c. Recommendations for further action.

7. Copies of each SAC report shall be forwarded to heads of departments, agencies and offices who shall submit written reviews to the Mayor-Commissioner covering the following three areas:

a. The feasibility of changes suggested in the SAC reports from the Department's overall viewpoint;

b. Description of any changes in service delivery (or additional services) already being planned which were not covered by the SAC reports.

c. Additional recommendations for changes in current service delivery operations not covered in the SAC reports.

8. Service Area Committees will assist OCS in developing, with the concurrence of Directors of District Departments, Agencies, and Offices, procedures which assure effective linking of existing and

new government services, appropriate location of essential government service delivery facilities and appropriate service area evaluation procedures. As part of this charge, early priority shall be given to the development of a unified intake and followup system designed to reduce duplication in processing and to assure more coordinated caseload information.

9. Service Area Committees shall undertake such special projects as the Mayor-Commissioner shall direct.

10. Each SAC shall assist the Mayor-Commissioner's Director for Human Resources as requested in the development of an annual report on the social state of the District.

11. As staff support permits and on a phased time schedule, each SAC shall develop a comprehensive service delivery report for the Mayor-Commissioner. This report will:

a. Review the problems and the needs of the people in the Service Area;

b. Identify the services currently available to residents of the Service Area;

c. Indicate steps to improve coordination in the current service delivery system that will be implemented by individual members of the SAC, within their existing authority;

d. Identify other desirable steps which cannot be accomplished under present legislative authority or budget availability or which otherwise require action at higher levels.

12. All SAC reports and agency comments on them shall be routed through the Director, OCS, who shall obtain the views of other central staff offices and forward them with analysis and recommendations to the Mayor-Commissioner.

13. OCS shall provide for staff support, orientation and other assistance to each SAC and its Chairman.

14. The Chairmen of the SACs will meet as a group from time to time upon request of the Mayor-Commissioner or Director, OCS.

/S/
Walter Washington
Commissioner of the District of Columbia

DISTRICT OF COLUMBIA
D.C. SERVICE AREAS
SCALE OF MILES
POTOMAC
RIVER
ANACOSTIA
NORTH CAPITOL ST
GALLATIN ST
SARGENT RD
13TH ST
B+O RR
OTIS ST
ISLAND AVE
W VIRGINIA AVE
NEW YORK AVE
BLADENSBURG RD
BENNING RD
DEANE AVE
HAYES ST
DIVISION AVE
46TH ST
47TH ST
49TH ST
LOUISIANA AVE
MINNESOTA AVE
ELY PL
RIDGE RD
TEXAS AVE
QUEEN ST
PENNING RD
EAST CAPITOL
MARYLAND AVE
PENNSYLVANIA AVE
ALABAMA AVE
NAYLOR RD
HOPE RD
GOOD HOPE RD
SUITLAND PKWY
MORRIS RD
SAINT ELIZABETHS HOSPITAL
SOUTH CAPITOL ST
WHEELER RD
NICHOLS AVE
SOUTH ATLANTIC
OXON RUN
OVERLOOK AVE
CAPITOL ST
D.C. VILLAGE
U.S. SOLDIERS' HOME
MISSOURI AVE
GEORGIA AVE
GALLATIN ST
VAN BUREN ST
ALASKA AVE
MADISON ST
MILITARY RD
ROCK CREEK CHURCH
ROCK CREEK
BROAD BRANCH RD
NORTHAMPTON ST
SPRING RD
DAHLIA RD
HARVARD ST
FLORIDA AVE
COLUMBIA RD
CONNECTICUT AVE
NEBRASKA AVE
WISCONSIN AVE
WOODLEY
CLEVELAND AVE
MASSACHUSETTS AVE
GLOVER-ARCHBOLD PKWY
CALVERT ST
MACOMB ST
WOODLEY RD
ROSEDALE CR
ROCK CR
PENN AVE
NEW YORK AVE
13TH ST
MALL
7TH ST
CANAL ST
SOUTH CAPITOL
WASHINGTON CHANNEL
PENN R.R.
CAROLINA
MICHIGAN
RHODE ISLAND AVE
1ST ST
2ND ST
3RD ST
4TH ST
6TH ST
8TH ST
10TH ST
11TH ST
12TH ST
14TH ST
15TH ST
16TH ST
17TH ST
18TH ST
19TH ST
23RD ST
M ST
K ST
C ST
E ST
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20 21 22 23.1 23.2 24 25 26 27 28 29 30 31 32 33 34 35 36 37 38 39 40 41 42 43 44 45 46 47 48 49 50 51 52.1 52.2 53.2 54.1 54.2 55 56 57.1 57.2 58 59 60 61 62 63 64 65 66 67 69 70 71 72 73 73.1 73.2 73.3 73.4 73.6 73.7 73.8 74.1 74.2 74.3 75 76.2 76.3 77.1 77.2 77.3 77.4 78.1 78.2 78.3 78.4 78.5 78.6 79.5 80 81 82 83 84 85 87 88.1 88.2 89 90 91 92 93 94 95.1 95.2 95.3 95.4 96

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

July 2, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Study to Improve Federal Reporting and Related Paperwork

1. General. Bureau of the Budget Circular No. A-44 provides for establishment of a management improvement program applicable to all Government operations. One of the planned elements of that program is the periodic study of Government-wide operations.

The first study to be undertaken is to improve Federal reporting and reduce related paperwork. Description of the study is contained in Transmittal Memorandum No. 1 dated June 17, 1970. A copy of the Transmittal Memorandum is attached for your information.

2. Guidelines for Study. Transmittal Memorandum No. 1 provides general instructions to Departments and independent agencies. Detailed instructions will be furnished USDA agencies on the basis of a planned interagency meeting and, following that, internal USDA meetings. Additional guidelines for conducting the long-range phase of the study are being developed by National Archives and Records Service.

Pending discussion and receipt of specific instructions, USDA agencies should give immediate consideration to development of the data due 9-30-70, as described in Exhibit 1 of Transmittal Memorandum No. 1. Do not undertake the actual development of data at this time.

3. Designation of Project Directors. a. Departmental Project Director. The USDA Project Director for this study will be Arthur T. Devlin, Acting Director, Office of Management Improvement. He is in Room 347-E, Administration Building; his telephone extension is 6275. The project work contact in the Office of Management Improvement is C. E. Wylie, Room 341-E, Extension 6111.

b. Agency Project Directors. Each agency, including agencies and staff offices serviced by the Office of Management Services, shall immediately designate a project director, and a project work contact if a different individual. By July 13, furnish Mr. Devlin, by memorandum, the names, room numbers, and telephone extensions of designated individuals.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

EXECUTIVE OFFICE OF THE PRESIDENT

BUREAU OF THE BUDGET
Washington, D.C. 20503

June 17, 1970

CIRCULAR NO. A-44
Revised
Transmittal Memorandum No. 1

TO THE HEADS OF EXECUTIVE DEPARTMENTS AND ESTABLISHMENTS

SUBJECT: Government-wide study to improve Federal reporting and reduce related paperwork

1. Purpose. A major element of the Government-wide management improvement program, as described in Bureau of the Budget Circular No. A-44, Revised (February 16, 1970), paragraph 7, is the periodic selection of common operational areas for Government-wide study. This Transmittal Memorandum sets forth the policy and procedures to be followed by departments and agencies for conducting the first of these--a Government-wide study to improve Federal reporting and reduce related paperwork. The study will involve three types of reporting: public, interagency, and internal reporting.

Attachment A describes in detail the responsibilities assigned and the actions required in conducting the study. The Bureau of the Budget, with the assistance of the General Services Administration, will provide project direction and coordination for this study.

2. Coverage and effective date. This Transmittal Memorandum applies to all departments and agencies and is effective immediately.

ROBERT P. MAYO
Director

Attachments

ATTACHMENT A
Circular No. A-44
Revised
Transmittal Memorandum No. 1

GOVERNMENT-WIDE STUDY TO IMPROVE REPORTING AND REDUCE RELATED PAPERWORK

1. Objectives of the study. The objectives of this study are to improve reporting, reduce related paperwork, and eliminate unjustified reporting requirements and associated reporting systems. The specific Government-wide goals are:

- A reduction of five million man-hours in the time expended by the public in filling out administrative forms and inquiries which are subject to clearance under the Federal Reports Act (44 U.S.C. 3501-3511).

- A $200 million reduction in funds expended by the executive branch for reporting and related paperwork.

2. Definitions. For the purposes of this study, the following definitions will be utilized:

a. Reporting system. All systems for the processing of documents or transmissions of data which are used to set goals, fix priorities, schedule operations, allocate resources, measure results, provide information, and improve efficiency. Systems include all related reports, forms, records, directives, instructions, and processing and collection techniques, whether mechanical or manual.

b. Report. Any documents or transmission of data on a recurring, regular, or periodic basis. Reports may be in narrative, tabular, graphic, questionnaire, punched card, tape, or other forms.

c. Public reporting. Any reporting required by the Federal Government from State and local governments, businesses, or individuals which is subject to the provisions of the Federal Reports Act. This definition is limited to administrative forms and inquiries filled out by the public, and excludes statistical public reporting requirements.

d. Interagency reporting. Any reporting which is required by one executive department or agency having statutory or administrative authority to require reports from one or more other departments and agencies.

e. Internal reporting. Any reporting which is required by and prepared within the same department or agency. Significant internal reports are those which are utilized throughout or draw information from a major organizational element of a department or agency, or

those reports which are submitted by field activities and offices to the headquarters of a department or agency.

f. Project Director. The top management official designated by the head of each department or agency to be responsible for this study within his department or agency.

g. Reports identification. The process whereby a department or agency Project Director determines the individual reporting systems and reports within the agency and establishes a base line of dollars and man-hours associated with each. The base line information is to be used in measuring cost effectiveness and projecting improvement goals.

h. Reports justification. The process whereby a department or agency Project Director reviews a reporting system and its component parts, and finds that it provides necessary information and is operating in a technically acceptable manner. Justification responsibility may not be delegated.

i. Reports certification. The process whereby a department or agency head certifies a reports justification as valid. Certification responsibility may not be delegated below the Assistant Secretary level or its equivalent.

j. Reports cancellation. The process whereby a department or agency terminates a reporting system or some of its component parts.

3. Scope of the study. The study will include:

a. review of public, interagency, and significant internal reporting requirements,

b. review of organization, functions, and resources utilized for reporting systems and reports management and the recommendation of improvements,

c. research and development studies to formulate future plans for reporting systems and related paperwork, and

d. review of Government-wide statistical public reporting to evaluate requirements for economic and social statistics.

4. Responsibilities.

a. Departments and agencies. Each department and agency will:

(1) Identify the public, interagency, and significant internal

reporting systems for which it has responsibility, and determine the current annual cost of these systems.

(2) Establish goals of the annual dollar and man-hour savings to be achieved from a review of these reporting requirements during the period of January 1, 1970, to June 30, 1971.

(3) Submit to the Bureau of the Budget the results of this identification process and agency goals in the format specified in Exhibit 1. This will be submitted as an attachment to the annual management improvement report due on September 30, 1970, in accordance with Circular No. A-44 Revised (February 16, 1970).

(4) Review the public, interagency, and significant internal reporting systems for which it has responsibility to:

(a) eliminate unnecessary and uneconomical reports and reporting systems,

(b) consolidate and-shorten reports,

(c) reduce the number of report copies,

(d) simplify the collection of data and the processing of reports,

(e) improve the quality and usefulness of the data being submitted, and

(f) reduce reporting requirements.

(5) Justify and certify public, interagency, and significant internal reporting systems for which it has responsibility. Reports not required by statute which cannot be justified and certified will be cancelled. Unnecessary statutory reporting requirements will be submitted together with proposed corrective legislation to the Bureau of the Budget with the annual management improvement report due on September 30, 1971.

(6) Submit to the Bureau of the Budget the results, in terms of actual achievement of goals, of the agency review and its justification, certification, or cancellation process. This will be submitted in the format specified in Exhibit 1, as an attachment to the annual management improvement report due on September 30, 1971. Agencies participating in the Federal Assistance Review program shall include in their estimates of man-hours and dollar savings those achieved under that program.

(7) Submit information on continuing progress concerning

reporting and related paperwork improvements in the management effectiveness section of annual management improvement reports (See paragraph 3, and Attachment A, Circular No. A-44 Revised, February 16, 1970).

b. Bureau of the Budget. The Bureau of the Budget will:

(1) Establish an Interagency Steering Group, consisting of top level administrative personnel from the General Services Administration and four other agencies to advise on the general direction for this study. The Interagency Steering Group will appoint a task force to conduct a study of the adequacy of the organization, functions, and resources for reporting systems and reports management in the departments and agencies. The Steering Group will transmit the findings and recommendations resulting from this study to the Bureau of the Budget by September 30, 1971.

(2) Issue, at the conclusion of the Steering Group study, revised Government-wide guidelines for the organization, functions, and resources for reporting systems and reports management.

(3) Initiate a study to develop alternatives to traditional reporting and paperwork methods together with a research plan outlining mechanisms to attain these goals through basic conceptual and/or technological innovations.

(4) Initiate a study to evaluate statistical public reporting requirements. This study will evaluate statistical reporting requirements in the light of current needs for economic and social statistics as a basis for decisions.

c. General Services Administration. The General Services Administration will serve as the chairing agency of the Interagency Steering Group and will:

(1) Designate a Study Project Director who will monitor project progress and coordinate project technical activities.

(2) Provide overall technical assistance through conferences, visual aids, instructional material, and practical techniques (e.g., workshops, case studies, etc.), beginning with the conduct of a study kickoff orientation session.

(3) Provide consultant services to departments and agencies, as requested.

(4) Prepare study findings, recommendations, and achievements for publication by the Bureau of the Budget in an "Executive Management Bulletin".

5. Department and agency action. Within ten working days following issuance of this Transmittal Memorandum, the head of each department and agency will designate a top management official as Project Director to be responsible for this study within the department or agency. Project Directors of Cabinet level departments and other large agencies should appoint subordinate project directors for each second level organization within such departments and agencies. Each department or agency Project Director will:

a. Notify the Bureau of the Budget (telephone 395-4850) of his selection and indicate his official title and telephone number.

b. Provide leadership and coordinate activities related to this study within his department or agency, including the establishment of a plan of action for conducting the study.

c. Direct the timely preparation of submissions required by this Transmittal Memorandum in accordance with procedures specified in Bureau of the Budget Circular No. A-44 Revised (February 16, 1970).

EXHIBIT 1
Circular No. A-44
Revised
Transmittal Memorandum No. 1

Submittal on Government-wide Study to Improve
Federal Reporting and Reduce Related Paperwork

SUBMITTED BY: _____ DATE: _____

Reporting Category	Base Period (As of 1-1-70)	Savings Goal (Due 9-30-70)	Actual Savings (Due 9-30-71)
Public Reporting:			
Number of reports	_____	_____	_____ 1/ 2/
Cost of reporting	_____ (Man-Hours)	_____ (Man-Hours)	_____ (Man-Hours)
Interagency Reporting:			
Number of reports	_____	_____	_____ 2/
Cost of reporting	$_____	$_____	$_____
Internal Reporting:			
Number of reports	_____	_____	_____ 2/
Cost of reporting	$_____	$_____	$_____

1/ Attach listing of public reports showing by BOB report identification number those public reports that have been justified and certified, and those public reports that have been cancelled. Public report cancellations will be effected in accordance with procedures specified in Bureau of the Budget Circular No. A-40 (May 25, 1962), as amended by Transmittal Memorandum No. 1 (February 12, 1968).

2/ Attach listing of unnecessary statutory reporting requirements and draft of proposed corrective legislation.

UNITED STATES DEPARTMENT OF AGRICULTURE
OFFICE OF THE SECRETARY
WASHINGTON, D. C. 20250

October 2, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Survey on Computer and Data Usage in USDA

I am attaching a request from Senator Ervin for a survey on computer and data usage in USDA. It is most important that we do a thorough job as fast as practicable on this extremely important issue. The results of this study will have bearing on future possible legislation on this subject. Please give your personal attention to this matter and provide the Office of Management Improvement with the name and telephone number of the individual in your agency whose assignment will be to respond in detail to this survey in both the format and the content requested by Senator Ervin. I am certain I will have your fullest support and cooperation in completing this survey as quickly and as thoroughly as possible.

Joseph M. Robertson
Assistant Secretary for Administration

Attachment

JAMES O. EASTLAND, MISS., CHAIRMAN
JOHN L. MC CLELLAN, ARK.
SAM J. ERVIN, JR., N.C.
THOMAS J. DODD, CONN.
PHILIP A. HART, MICH.
EDWARD M. KENNEDY, MASS.
BIRCH BAYH, IND.
QUENTIN N. BURDICK, N. DAK.
JOSEPH D. TYDINGS, MD.
ROBERT C. BYRD, W. VA.
ROMAN L. HRUSKA, NEBR.
HIRAM L. FONG, HAWAII
HUGH SCOTT, PA.
STROM THURMOND, S.C.
MARLOW W. COOK, KY.
CHARLES MC C. MATHIAS, JR., MD.
ROBERT P. GRIFFIN, MICH.
JOHN H. HOLLOMAN III
CHIEF COUNSEL AND STAFF DIRECTOR

United States Senate
COMMITTEE ON THE JUDICIARY
WASHINGTON, D.C. 20510

September 24, 1970

Honorable Clifford M. Hardin
Secretary of Agriculture
Fourteenth Street, S.W.
Washington, D. C. 20250

Dear Mr. Secretary:

In connection with our study of computers, privacy and constitutional rights, the Constitutional Rights Subcommittee is conducting a government-wide survey of federally-administered or federally-sponsored data banks containing personal information about individuals for statistical, administrative or intelligence purposes.

Clearly, the Federal Government's ability to respond to the needs of state and local governments and its capacity to meet its responsibilities to all of the people quickly and efficiently, may well depend on the ease and ingenuity with which it applies the best of the new technology to federal programs. Therefore, this Subcommittee inquiry should not be deemed criticism of Departmental policies in the field of data collection or processing. Rather, the questionnaire is designed to assist Congress in its evaluation and understanding of the current trends and practices in those areas where individual rights and privacy may be affected in some way. Letters to the Subcommittee and other congressional offices show a growing public concern and what is frequently an unnecessary alarm over the extent of government data collection about citizens and the reasons for it. While I believe some of this concern is warranted, much of it could be allayed by clearer definition of official duties and of the rights of citizens and by better communication with the public, the press and Congress about agency programs.

It is the Subcommittee's hope that the replies from this survey will better enable Congress to respond to public inquiries and to help it determine the need for comprehensive new laws and for a new federal agency to govern computerized and mechanized data banks where they affect individual rights to privacy and due process. Since reports from our investigation will be published, it is essential that to the extent possible, the questions be answered seriatum and in layman's terms so that the public may understand your operations.

A particular area of current controversy is the extent to which federal agencies may appropriately maintain law enforcement-oriented or intelligence-type data banks (1) for surveillance of demonstrators and others involved in political activities either for or against various governmental policies; or (2) on persons who are either no longer dealing with the agency; or (3) on persons who have not yet dealt with it. The Subcommittee would appreciate a statement from you on:

(1) The extent of such a data-collection, processing and storage program, if any, conducted by the Department of Agriculture;

(2) Any agency plans for such a data bank in any automated, filmed, or computerized form; and

(3) Whether or not any part, or all, of another agency's data bank has been incorporated in those of your agency.

I believe such a statement might be facilitated if the questions submitted below were to be answered separately in connection with these particular programs and supplied as a separate item with your other responses to the questions.

In addition to a report on these data banks, the Subcommittee would appreciate your responses to the following inquiries as applied to each data bank:

(1) Describe briefly the major categories of data on individuals presently maintained and stored under auspices of the Department of Agriculture and its agencies and the approximate number of subject individuals covered in each category;

(2) Under what statutory and administrative authority was each data bank established and for what purpose? Please supply copies of pertinent federal statutes, regulations and memoranda on which this authority is based and by which it is implemented;

(3) Are Agriculture Department controls, guidelines, or advice required by or offered to (a) state officials and private individuals who either administer or who utilize this data-gathering program? Please supply copies of pertinent rules or advisory documents as issued by federal and state agencies;

(4) For each category and each conglomerate of data, indicate its present state of computerization or other mechanization for access and retrieval as well as for evaluation and analysis;

(5) Describe plans for further computerization or mechanization in each program;

(6) In what instances would each system be utilized? By what officials and by what agencies?

(7) For each new data storage and processing program, please describe: (a) the advantages; and (b) the extent to which it permits correlating, common storage and multi-faceted analysis of data on a scale not hitherto available.

(8) What specific subject areas concerning an individual's background, personal life, personality and habits are noted in each data program?

(9) Has the Department and its component agencies developed comprehensive guidelines governing maintenance of any or all the various data systems, access to them, review and disclosure of material in them, and distribution of data to other agencies? If so, please supply copies.

(10) A. Is the subject individual or his representative notified of the fact that he is in the data bank?

B. Is he allowed to review the data on record about him; to supplement his file; or to explain or rebut inaccurate material? Please describe the precise limitations on such rights for each restriction.

(11) What aspects of the recorded data are available to other persons? Who, specifically? For what purpose? By what authority?

(12) Is a record maintained of each inspection or use of the individual's records?

(13) For each data bank, please indicate how the information is collected, whether it is solicited from the individual, from third persons, or from existing records.

(14) What officials in your agency are responsible for determining the accuracy of information in the data bank? What provisions are made, procedurally, for deleting information found to be inaccurate or inappropriate, either on the initiative of the agency or on motion of the individual?

(15) What other agencies have <u>access</u> to information or <u>use</u> of information in each data bank?

(16) What states and federal agencies may utilize the data in your computerized files by coding, interfacing and other devices relating to their own computers?

(17) What security devices and procedures are utilized to prevent:
a. Unauthorized access to the data file; and
b. Improper use of the information?

(18) What formal or informal arrangement does the Agriculture Department have with Congressional Committees for the authorizing and reviewing of new data banks and the clearance of new electronic or mechanized record-managment techniques?

(19) A. Have any data programs or the development of other comprehensive records systems been discussed before other Congressional Committees by Department representatives?

B. Have any been specifically approved by Congress or Congressional Committees?

C. If so, would you please supply any available testimony, or citations to such hearings?

Would you also kindly supply copies of any pertinent statutes and regulations cited in your questionnaire responses together with sample print-outs from each data bank where feasible.

I realize that the collection of such a large amount of information will constitute an administrative burden, but I hope it will not tax your employees unduly. The Subcommittee believes that a worthy cause will be furthered by the diligent and good faith efforts of the officials of the Agriculture Department to supply these responses to the best of their ability. In the final analysis, I believe Congress, the Executive Branch and the people will profit by this investigation.

Your own personal assistance in our study is deeply appreciated.

With all kind wishes, I am

Sincerely yours,

Sam J. Ervin, Jr.

Sam J. Ervin, Jr.
Chairman, Subcommittee on
Constitutional Rights

SJE:jfs

UNITED STATES DEPARTMENT OF AGRICULTURE

OFFICE OF THE SECRETARY

WASHINGTON, D. C. 20250

December 4, 1970

MEMORANDUM TO HEADS OF DEPARTMENT AGENCIES

Designation of Deputy Assistant Secretary
for Marketing and Consumer Services

I am designating Mr. Philip C. Olsson as Deputy Assistant Secretary for Marketing and Consumer Services, effective November 30, 1970.

Mr. Olsson will provide assistance to Mr. Richard E. Lyng, Assistant Secretary for Marketing and Consumer Services, in the overall direction of the programs and activities of the Consumer and Marketing Service, Commodity Exchange Authority, Food and Nutrition Service, and Packers and Stockyards Administration.

J. Phil Campbell

J. Phil Campbell
Acting Secretary